

# The impact of a self-leadership training on vitality of healthcare professionals

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# Keynote

## ***Conflict Management in the Changing World of Work***

Th-KEY-1

Lourdes Munduate

The new environment of employment relations promoted by the growing integration of the world economy in the 20th century has changed the 'social contract' between employers and employees. The new forms of employment relations have been operationalized under structural changes in labor relations, with new forms of employment contracts, the decline of collective relations in favor of more individualistic frameworks of employment, or the decline in trade union membership, together with new employee representatives strategies to respond proactively to these changes. The talk analyzes the role of employee representatives in organizational conflict management through the lens of two underlying tensions, one between competitive and cooperative conflict behavior, and the other between negotiated and reciprocal exchanges. Lourdes explores how these tensions have played out in the employee representatives' conflict behavior and in their influence on organizational decision-making. In doing so, she relays on the theoretical frameworks of the Conglomerate Conflict Behavior and the Social Exchange Theory, the first one more related to the topic of constructive conflict management and the later to the distinction between social and economic exchanges in the employment relations, and the expectation of reciprocity and mutual trust as important social exchange outcomes. The talk provides theoretical framework and evidence to understand the changed social contract in employment relations and contributes to new conflict management practices and policies based on the empowerment of employee representatives.



## ***Hiring discrimination: When your resume is (not) turning you down***

Th-KEY-2

Eva Derous

Although Western societies are becoming increasingly diverse, minority members (ethnic background, age, gender) still have weaker labour market positions compared to their majority counterparts and hiring discrimination has been put forward as one explanation for this. In this keynote, we consider the very first hurdle applicants need to take: the 'popular' resume screening stage. Fairness in resume screening seems surprisingly less investigated when compared to the number of studies on the adverse impact of personnel selection tests (e.g., cognitive ability, personality, work samples). We will illustrate why this screening stage is particularly vulnerable to biased decision-making and discuss influences that reside in the applicant, job/organization, and recruiter. The keynote will end with a critical reflection on practical ways to avert hiring discrimination in this first screening stage, such as qualification-based targeted recruitment, blind screening, and the use of algorithms.

## ***How context and identity constrain women's career choices***

Michelle Ryan

Th-KEY-3

There has been vast improvement in workplace gender equality, but there remain marked differences in the roles in which women and men work. Explanations for this inequality have focused on the barriers women face. However, as women begin to enter male-dominated roles, a new explanation has arisen: that remaining gender inequality must reflect fundamental differences between women and men, including differences in (a) *ambition and desire for power*, (b) *needs for work-life balance*, and (c) *willingness to take career risks*. Central to this analysis is the assumption that the glass ceiling is broken and thus inequality must be due to women's active choices. I will present a programme of research that demonstrates that women's choices are shaped and constrained by the gendered nature of organisational and social contexts and how women see themselves within these contexts.

## ***The good, the bad and the ugly: Ethical and unethical forms of leadership in the workplace***

Prof. dr. Deanne Den Hartog

Fr-KEY-4

High-profile cases of leaders' ethical failure in different settings and sectors increased attention for (un)ethical forms of leadership in organizations. In line with this, researchers have also started to consider this important topic. In this talk, I discuss the rapidly developing research on ethical and unethical forms of leadership and their effects on employees. I summarize the research on which behaviors and characteristics contribute to a leader being seen as ethical by followers, how ethical leadership relates to outcomes and the mechanisms through which this form of leadership affects followers. Although ethical and unethical forms of leadership are clearly conceptually related, they are seldom considered together in the empirical literature, thus I contrast ethical leader behaviour with several forms of unethical leader behavior and present some of our research on leader Narcissism and leader Machiavellianism and its effects. Finally, I summarize the challenges the research fields of ethical and unethical leadership currently face, outline several future research directions, and discuss some practical implications of the work to date.

## ***Calming the monkey mind: Benefits of mindfulness for employee well-being***

Ute R. Hülshager

Fr-KEY-5

Mindfulness describes a state of consciousness in which one pays attention to present-moment experiences, on purpose and non-judgmentally. Interest in the potential benefits of mindfulness in the context of work has flourished over the last years, in practice as well as in academia: Seeking to improve workplace functioning, organizations such as Google and General Mills have started offering mindfulness programs. In academia, researchers have built on knowledge about the effectiveness of mindfulness-based interventions in clinical contexts and have started investigating effects of mindfulness for human functioning in the context of work.

In this talk, I will review current theorizing and empirical evidence on the potential benefits of mindfulness for employee health and well-being, with particular attention to the role of mindfulness in the recovery process. Doing so, I will present findings from a series of experience-sampling studies and intervention studies ranging from brief low-dose self-training interventions to traditional 8-week mindfulness-based stress reduction (MBSR) interventions. Finally, I will address current knowledge gaps, shortcomings of the literature, and will delineate future areas of research.

## ***Emotion Work in Organisations: Recent Developments and Open Questions***

Dieter Zapf

Fr-KEY-6

The topic of emotions in the workplace has received increasing attention by researchers in recent years. This is particularly so for the concept of emotional labour or emotion work which addresses the display and regulation of one's emotions as part of the job. The purpose of my talk is to review concepts of emotional labour or emotion work and the most important empirical findings on relations between emotion work, psychological health and performance. Then I will address some open questions: First, what are the motives for emotion work? Is it restricted to service work? Second, paid emotional labour vs. unpaid emotional work – is there a difference? Third, can the job demands-control model and the challenge – hindrance stressor framework be applied to emotion work? Fourth, are there cross-cultural differences in doing emotion work? I will finish with some conclusions for research and practice.

## ***Psychosocial factors at work and health - what have we learned from mega-studies?***

Prof Mika Kivimäki, University College London

Sa-KEY-7

The production of scientific knowledge is susceptible to bias at every stage of the process, from what questions are asked by the investigator, to which method is chosen to gather data, to which analyses are conducted (e.g., “P-hacking,” wherein the method of statistical analysis and the degrees of freedom are manipulated until they yield statistically significant results). Even after completion of a study, authors sometimes choose not to submit their work for publication because they are not satisfied with the results (i.e., the “file drawer” problem), or they encounter difficulties with getting results published because of reviewer or editorial bias (“publication bias”). The lack of standard measures and the availability of several alternative measures to assess the same risk factors further complicates the interpretation of results. A null finding is not necessarily seen to add to scientific knowledge as it may be interpreted as a ‘false negative’ due to the use of non-optimal measures, or non-optimal categorization of measures. A positive finding, on the other hand, may also be considered not to offer definite proof of an association if similar caveats apply. In genetics, many of these limitations were addressed by adopting the approach of pooling of data from multiple studies, an advance stipulated by the funders of these studies. This use of better-powered studies clearly accelerated scientific progress in genetics. This keynote uses findings from the Individual-participant Meta-analysis in Working Populations (IPD-Work) consortium to discuss whether pooling of data sets into mega studies could also boost progress in research on psychosocial factors at work and health.

# State of Art

## ***State of Knowledge on Self-Determination Theory Applied to Work***

Marylene Gagne

Th-SOA-1

Since 2005, there has been an increase in research on motivational processes at work using self-determination theory. This theory distinguishes between autonomous and controlled forms of motivation that have different consequences for individual performance and well-being at work. It also proposes that the satisfaction of psychological needs for competence, autonomy and relatedness influence the adoption of these different types of motivation. However, a lack of adequate work motivation measures and controversies about scoring procedures have slowed down the development of knowledge on antecedents and outcomes of different types of work motivation. Recent developments in measurement and scoring of work motivation may help push the motivation research agenda. These developments will be discussed, along with some recent work on leadership and compensation effects on work motivation. An agenda for future research will then be proposed.



## ***Supporting change: Contributions by a large scale project on the health impact of psychosocial risks initiated by the German Government***

Birgit Thomson  
Th-SOA-2

Due to globalisation, digitalisation and other social and economic developments the world of work has become more volatile, uncertain, complex and ambiguous. This idea of a “VUCA world” builds the background against which this year’s EAWOP Conference tackles the challenge of enabling and supporting change.

In accordance with this discussion the German Government launched a broad initiative about changes in the world of work and particularly about the impact of these developments on working conditions. One outcome of this discussion is a comprehensive white book about the emerging challenges in the so called “work 4.0.”.

The future depicted in this white book holds both chances and risks – particularly of a psycho-social quality. Therefore the German Federal Institute of Occupational Safety and Health (BAuA) was authorised to conduct a large scale project in which the evidence for the health impact of both traditional but particularly emerging aspects of work was brought together. The study was compiled based on 25 broad systematic literature reviews. Each of these comprehensive scoping reviews analysed and summarised the findings of about 350 primary studies. The reviews considered aspects of work and technology design, task design, working time and both leadership and organisational issues. They could consistently confirm the detrimental health impact of stressors and the positive association of resources and health. Flexibility and work latitude for employees, predictability and transparency of tasks or working conditions in general turned out to be key resources.

The results have been discussed intensely with the scientific community and BAuA’s various stakeholders (policy, social partners, OSH organisations, practice representatives, etc.) over a period of more than one year. They will have considerable impact not only on BAuA’s future research agenda but also on the ongoing political discussion.

The contribution’s objective is to present this large and complex project, its results and its impact on the ongoing discussion about the changing world of work in Germany.

## *Social Entrepreneurship: Proactivity for Social Change*

Prof. Ute Stephan

Th-SOA-3

Entrepreneurship is concerned with the proactive actions of individuals to work for their own account and risk. Entrepreneurship is significant for societies. It contributes to job creation, innovation and economic growth. More recently, certain forms of entrepreneurship ('social entrepreneurship') have been recognized as a source of social inclusion. Psychology is one of the core disciplines contributing to the large multi-disciplinary field of entrepreneurship research. Yet few applied psychologists research entrepreneurship, even though they can deliver unique theoretical and empirical contributions. After a brief overview of the main strands and opportunities in current psychological research on entrepreneurship, this talk then focusses on the "psychology of social entrepreneurship". I provide an overview of recent work on this rapidly expanding area concerned with the creation and management of organizations that contribute to societal welfare while operating in an entrepreneurial manner. First, I take stock of who engages in social entrepreneurship, why and when. This is not simply a story about traits and prosocial motivation, but also about supportive contexts and demographic inequalities. In many ways social entrepreneurship is more inclusive in terms of the individuals attracted to it than commercial entrepreneurship. Second, I review different evidence-based strategies through which social enterprises can create positive social change (PSC) and help address growing societal challenges in areas such as public health, education, social inequality, and environmental pollution. While surface-level PSC strategies use insights from social and economic psychology, deep-level PSC strategies are more likely to be familiar to those working on employee empowerment, development and change management. - This talk then hopes to excite psychologists about entrepreneurship as a research field and the emerging phenomenon of social entrepreneurship.

## ***Enabling change through the insights of social neuroscience: Opportunities and challenges for research and practice***

Prof Gerard P Hodgkinson, Alliance Manchester Business School

TH-SOA-4

An obvious truth for anyone who has been at the sharp end of formulating or implementing organizational change is that strategy-making is a 'hot' process, a melting pot of excitement, anxiety, hopes and fears. However, these characteristics are airbrushed out of traditional theories of strategic management, which assume that strategizing is the preserve of rational deliberation. In recent years, however, a growing body of work—based on the insights of the social neurosciences—has made considerable progress in understanding the role of 'hot' processes in strategic decision making and strategizing more generally. While it is often said that being a good strategist requires keeping a cool head, these developments suggest that not only is it practically impossible to eradicate hot influences from the strategy process, but doing so would leave strategists and their businesses lifeless. Evidence suggests that successful firms will attain flexibility not by ignoring such influences but by accommodating them in the design of techniques and practices for addressing risk and uncertainty. My central argument is that ultimately the ability to manage *emotional* mental processes, rather than purely cognitive ones, renders enterprises more able to adapt to dynamic industry and market conditions. Predicated on this logic, I will adopt a design science perspective to examine how techniques and practices for dealing with uncertainty and overcoming strategic persistence might be adapted for enhancing 'hot' cognition.

## ***Toward Improving the Success of Organizational Transformations***

Achilles Armenakis

Th-SOA-5

European Association of Work and Organizational Psychology

2017 State of the Art Address on Organizational Change Management

A global survey of 3199 executives indicated that only one-third of the most recent organizational transformations was considered successful. Furthermore, these executives reported devoting an average of six months in planning each intervention. This address examines four potential causes of failures in organizational change, namely, (1) an unsystematic diagnosis to identify the unique organizational paradigm, (2) inattention to the relevant organizational change factors, (3) inadequate consideration of the global external context, and, (4) inappropriate statistical methods used in research designs. Opportunities for organizational change researchers are proposed for each potential cause of failure.

# Invited Symposia

## ***Assessing Human Factor Risk – The Key to Unlocking Change?***

Geoff Trickey

TH-INV SYM1

As we navigate new political landscapes and teeter on the edge of a new technological revolution, driven by advances in artificial intelligence and robotics, change is quickly becoming the new normal. As a result, the area of risk psychology is gaining increasing attention because change and risk go hand-in-hand. However, people vary significantly in their risk appetite. Rather than being a simple linear scale of low risk-takers to high risk-takers, a large body of international research illustrates that risk-disposition is far more multidimensional and is strongly linked to the broader realm of personality. Looking through the lens of personality helps us to better understand individual differences and the personal dynamics of risk appetite. Based on the latest research, innovations in risk personality assessment are now being harnessed to help increase individual, team and leadership performance, as well as to support change projects and risk culture initiatives.

This session will cover:

- The eight key 'Risk Types' and how these help to explain differences in a person's perception of risk, reaction to risk and willingness to take risk
- What organisations can learn from personality risk assessment and how it is being used across industries - from traders, investment managers and auditors to air traffic controllers, coal miners and the police.
- Practical steps that business psychologists and other practitioners can take to enhance their offering and help organisations to gain a balance between managing risk and creating opportunities through change.

## ***The Ills and Controversies of Publishing: What Should Journals Do?***

Kevin Daniels, Kevin Murphy, Steven Rogelberg

THU-INV-SYM2

Within work and organizational psychology and related disciplines, there are debates about the state of the science. These debates are connected, but roughly correspond to two concerns – concern about whether the pressures of the publication process lead to practices that can distort research findings and concern about whether our research has any benefit to society. In this interactive session, three journal editors will consider these concerns, how these concerns manifest themselves in practice as ills and what to do about those ills. In the first half of the session, we will consider a) the nature, prevalence and harm of questionable research practices, b) the fetish with theory and conceptual development that can lead to such practices being adopted and c) how narrow theoretical considerations limit the application of our science. In the second half of the session, we will consider solutions to these three ills. Recognising the institutional barriers we face, the solutions will focus on what journal editors, reviewers and even authors can do. To facilitate discussion and debate, the presentations will be punctuated with time devoted to questions and answers.

## ***Workplaces, conflict, stressors and workable, psychology-led solutions***

Patricia Murray

THU-INV-SYM3-1

The Health and Safety Authority (HSA) was established in 1989 under the Safety, Health and Welfare at Work Act, 1989 and reports to the Minister for Jobs, Enterprise and Innovation. The Authority is a statutory agency with a regulatory remit. It has a number of major **roles**. It is

- the national statutory body with responsibility for ensuring that approximately 1.8 million workers (employed and self-employed) and those affected by work activity are protected from work related injury and ill-health.
- the enforcing body for **occupational health and safety** law, promoting accident and illness prevention, and providing information and advice across all sectors.
- the lead National Competent Authority for a number of **chemicals** regulations to protect human health, to enhance competitiveness and innovation and ensure free movement of chemicals in the EU market.
- a key agency involved in **market surveillance** and ensuring the safety of products used in workplaces and consumer applications.

Within the Occupational Health Unit, the Work and Organisational Psychology function oversees work-related mental wellbeing, stress and behaviour programmes nationally with the goal of reducing injury and ill health from work. The HSA has developed an On-line wellbeing assessment tool, Work Positive, based on the Management Standards, which is an indicator tool for stressors at work. The uptake of the tool is growing and feeds into the risk assessment approach to reduce exposure to workplace stressors. Three universities are represented here. They are the University of Limerick (UL), the National University of Ireland at Galway (NUIG) and the University of Ulster (UU). This symposium brings together research and applied work of senior psychologists working across academia and in university off-shoot (Employee Wellbeing Limited) – EWL) in Ireland whose work is connected directly or indirectly to these goals.

There are four abstracts presented here, with their author(s) and university acknowledged. There will be a discussion after the presentations with a focus on interventions and usability issues.



## ***Feeling safe to act: The factors that influence reactions to experiences of sexual discrimination in the workplace***

Sarah MacCurtain\*, Juliet MacMahon, Cillian Dore  
Kemmy Business School, University of Limerick, Ireland  
THU-INV-SYM3-2

### **Purpose**

Recently the debate about marriage equality in Ireland has resulted in a focus on our attitude to the LGBT community and how they are treated in the wider society. This focus has extended to LGBT employees in the workplace. It is clear much progress has been made but the challenges still remain for LGB employees in the workplace. This study looks to explore the experiences of LGB employees through the lens of Perceived Organizational Support (POS) and organisational culture and investigates the relationship between culture, POS and employee reactions to experiences of discrimination in the workplace.

### **Design/Methodology**

This study follows on from a quantitative survey (82 respondents) on organisational culture and the experiences of LGBT employees in the workplace and is qualitative in approach. Information on the research and a call for participants was posted on the Gay Lesbian Equality Network (GLEN) website, Gay Community News and trade unions. This paper is part of a larger on-going project. To date 20 interviews semi structured interviews have been conducted.

### **Findings**

The study has practical and important implications for organizations as organisational culture and perceived organizational support were important factors in determining how LGBT employees reacted to experiences of discrimination. It shows that organizations which create and maintain positive and open cultures have a positive impact on employees, which in turn results in LGB employees experiencing less discrimination or feeling safer to report it when they do.

### **Limitations**

The relatively small sample size of employees interviewed to date is a limitation of this study

### **Research/Practical Implications**

Highlights the importance of having policies and procedures that support LGB employees but more importantly this research suggests that such policies are only useful if they are applied in a fair and consistent manner and if employees feel they will not be victimised for using them. Highlights the importance of training for supervisors and managers in managing all dimensions of diversity.

### **Originality**

Despite the importance of this topic there is little research conducted in this area to date

### ***Irish Workplace Behaviour Study; is bullying in the workplace gendered?***

Hodgins, M\*., Pursell, L., Hogan, V., MacCurtain, S., Mannix-McNamara, P., and Lewis, D.,  
National University of Ireland at Galway (IOSH sponsored)

THU-INV-SYM3-3

The role of gender as a risk factor for workplace ill treatment, most particularly bullying, is complex. Previous studies have found both higher and lower rates of exposure to bullying for women, although their overrepresentation as targets is possibly due to their overrepresentation in samples. It is difficult to separate out the effects of sampling from the context of social power and its expression in workplace life, for example, the role of gender imbalance in organisations with regard to the senior/managerial positions, gender differences in self-awareness, recognition and willingness to self-label, and the significance or otherwise of the gender of the perpetrator. These factors interact with one another in a dynamic and compound manner, which is the basis of ill-treatment as a gendered phenomenon.

This paper explores the relationship between gender and various measures of ill treatment, drawing on data from the Irish Workplace Behaviour Study. As a nationally representative study, the confounding effects of sampling factors are reduced, and therefore the paper will make a useful contribution to this debate. The paper will present gender differences for the factors of ill treatments measured in the IWBS; 'unreasonable management', incivility and disrespect' and 'physical violence', and for direct experience, witness and perpetration. Comparisons will be made with the data from the British Workplace Behaviour Study (BWBS) which the IWBS replicates. A more nuanced analysis will be presented for the occupational sectors, workplace conditions and other demographic and work related variables of interest.

## ***To Stand Back or Step In? Exploring the Responses of Employees Who Observe Workplace Bullying***

Sarah MacCurtain\*, Caroline Murphy, Michelle O'Sullivan, Juliet MacMahon and Tom Turner, Kemmy Business School, University of Limerick, Ireland  
THU-INV-SYM3-4

### **Purpose**

The effects of workplace bullying on victims has received vast academic attention. However, bystanders also play an integral role in finding a solution to workplace bullying. This paper examines the extent of bullying observed by nurses, observers' responses to bullying and what factors may negatively influence bystanders' propensity to formally report workplace bullying. We also explore the relationship between bystanders' perceptions of psychological safety across three levels (organisation, supervisor and colleague) and their decision to intervene or not. We propose that psychological safety across all three levels would be positively associated with the decision to intervene.

### **Design/Methodology**

A survey was distributed to 27,000 INMO members, 2929 usable responses, ( 10.8 % response rate) and analysed using hierarchical multiple regressions.

### **Findings**

Perceptions of supervisory and organisational safety/support are positively and significantly related to high involvement decisions such as formal reporting of the incident, highlighting the importance of support from those in positions of power. However, perceptions of collegial safety were negatively related to high-involvement reactions and positively related to a low involvement decisions.

### **Limitations**

Observers were not asked to identify the perpetrators of bullying, thus we cannot determine whether horizontal or vertical bullying has influenced observers' responses to bullying.

### **Research/Practical Implications**

Organisational safety is imperative. We recommend that employers highlight specifically the potential role of observers within bullying or dignity and respect at work policies.

### **Originality**

Despite their potential critical role, bystanders have received insufficient attention in research and public policy. This paper aims to help address this gap by examining the responses of bystanders to bullying and the factors that influence their actions using the largest survey of nurses in Ireland.

## ***Work Positive 2017, a positive 'risk' management approach***

Dr Robert Kerr\*, Employee Wellbeing Limited (a business off-shoot of the University of Ulster Business School)  
THU-INV-SYM3-5

The Work Positive project was first developed by the Health & Safety Authority, in partnership with Health Scotland, to help organisations identify the potential causes of stress at work through risk assessment approach.

Since then, the project has undergone a number of developmental phases and, in its current incarnation, includes a comprehensive risk management approach contained within a positive framework (1. prepare, 2. measure, 3. action plan, 4. monitor and review). The Work Positive project has moved beyond an exclusive focus on risk assessment and adopted a positive approach that still addresses the causes and consequences of poor psychosocial working conditions, but does so within a positive framework aiming to enhance and cultivate positive workplace factors that can improve the health and wellbeing of the full working population. By adopting a positive framework the message communicated to the workforce is not so much an organisational intention to ***'move away from ill health'*** but rather an intention to ***'move towards good health'***, a subtle but significant difference.

The HSA recognition that there is more to occupational health than the monitoring of potential stressors in the workplace, resulted in additions of measures to assess employees' *positive* mental states, rather than their perceptions of stressors alone. A composite wellbeing index was created through a combination of two validated tools - the PHQ4 and WHO-5 Wellbeing Index. The scales are combined to create a 'traffic light' summary score ('Green', 'Amber' and 'Red').

This session will discuss the development, methodology and psychometric validity of the new Work Positive approach.

## ***Passion for Work: Theory and Research***

Robert J. Vallerand. Université du Québec à Montréal and Australian Catholic University

Nathalie Houliort, Université du Québec à Montréal

FR-INV-SYM4-1

Over the last decade, much research has focused on passion for work. Although much of the research conducted in the field has originated from the Dualistic Model of Passion (Vallerand et al., 2003; Vallerand & Houliort, 2003), other models have also contributed to our understanding of passionate behavior at work. The purpose of this symposium is to present some of these models as well as recent and novel empirical evidence on the determinants and outcomes of passion for work, and suggest new research directions. In the first presentation, Prof Robert J. Vallerand presents the Dualistic Model of Passion and recent research showing its importance for the realm of work. In the second talk, Prof Nathalie Houliort and colleagues report the results of a program of research on the role of passion for work on successful retirement. In the third presentation, Prof Ide Birkeland presents data supporting the role of passion in the quality of relationships in the workplace. In the fourth presentation, *Silvia Stroe, Sara Thorgren and Joakim Wincent present data on two models of entrepreneurial passion and show the potential of their integration for future research. Finally, in the last talk, Profs Zigarmi and Roberts present recent data on their model on the determinants and outcomes of work passion. All talks will suggest future research directions and time will be put aside at the end of the symposium for interactions with the audience. We believe that the present symposium should contribute to a better understanding of the causes and outcomes of passion for work as well as better work applications.*

## ***Passion for Work : A Dualistic Model***

Robert J. Vallerand, Ph.D., Université du Québec à Montréal and Australian Catholic University  
FR-INV-SYM4-2

The purpose of this presentation is to outline the Dualistic Model of Passion (Vallerand et al., 2003; Vallerand & Houliort 2003) that has been used to conduct much of the recent research on passion for work. Passion for work is defined as a strong inclination toward one's job that the worker loves, that he or she finds important, and in which he or she invests time and energy. Two types of passion are proposed: harmonious and obsessive. Harmonious passion (HP) refers to willfully engaging in one's work and is hypothesized to promote optimal functioning in the workplace. Conversely obsessive passion (OP) for work refers to uncontrollably engaging in the work that one loves and is expected to be typically less adaptive and at times maladaptive in nature. Research providing empirical support for the model is presented and new research directions are proposed.

## **The Role of Passion for Work in Psychological Adjustment Following Retirement”**

Nathalie Houlfort<sup>1</sup>, Andréanne Laframboise<sup>1</sup>, Claude Fernet<sup>2</sup>, Université du Québec à Montréal<sup>1</sup>, Université du Québec à Trois-Rivières<sup>2</sup>  
FR-INV-SYM4-3

Retiring from the workforce can represent a significant change for many individuals. For some, this change will lead to positive outcomes whereas for others retirement will lead to depression, lower life satisfaction, loneliness, and so forth (e.g., Potočník et al., 2010; Lewis, Edwards, & Signlehurst, 2010; Wang et al., 2011). We believe that one factor that can explain why workers experience the work-retirement transition differently resides in the type of passion they have for their work. In four studies we examined how employees' experience at work, and more specifically, the type of passion they have for their work, influenced their psychological adjustment to retirement. Harmonious passion was hypothesized to lead to greater well-being and adjustment, whereas obsessive passion was hypothesized to lead to more negative outcomes. Overall, our results show that harmonious passion for work can pave the way to a healthier retirement, through the satisfaction of basic psychological needs. Results are discussed in light of the Dualistic Model of Passion (Vallerand, 2015; Vallerand et al., 2003).

## ***The Role of Passion for Work in Interpersonal Relationships***

Ide Katrine Birkeland, BI Norwegian Business School

FR-INV-SYM4-4

Although many studies have shown how passion for work is of importance in understanding interpersonal relationships, there is a need to conduct more research to fully understand the complexity of the relationship. Studies that have investigated the cognitive, affective, or behavioral manifestations of passion for work indicate that they are likely to mediate the association between passion for work and interpersonal relationships. A few studies show that emotions, self-esteem contingencies, and perceptions of reciprocity in particular might be relevant mechanisms for explaining the links. Additionally, some studies find that situational and individual characteristics may be important to consider as well. Finally, studies indicate that passion might be experienced differently both from the eye of the beholder and from the eye of the people whom one works with. Studies should thus undertake more complex research designs and include more sources of information in order to fully comprehend the extent of passion for work in interpersonal relations. Whether passion is the key to organizational performance depends on how the type of passion influences the interpersonal relationships as such relationships are key to great performances. Organizations should thus be conscious of the different forms of passion when calling for more passion in the workplace.



## ***Passion and Entrepreneurship***

Silvia Stroe, Sara Thorgren and Joakim Wincent, Lulea University of Technology  
FR-INV-SYM4-5

### **Abstract**

The notion of passion now receives significant attention from entrepreneurship scholars. Passion has been coined as a core construct that helps entrepreneurs succeed in the face of the uncertainty, hostility and stress that can be found in the entrepreneurial process. This research provides an overview of the literature of outcomes of passion in entrepreneurship. The review outlines theory and literature gaps and offers specific suggestions that will be instrumental in carrying out future research in the role of passion in entrepreneurship. We discuss both the dualistic model of passion and alternative frameworks applied to entrepreneurship.

## ***A Two Study Up-date on an Employee Work Passion Model***

Dr. Drea Zigarmi and Dr Taylor Peyton Roberts, University of San Diego

FR-INV-SYM4-6

The purpose of this presentation is to review salient features of an Employee Work Passion model and present the finding of two recent empirical studies completed on the model (EWPA). More specifically, an overview of the research conducted on work passion involves the variables of cognitions forms of work passion and desired organizational outcome.. Study one examined personal antecedents, harmonious and obsessive passion and selected intentions as organizational outcomes (total n= 2,654). Study two examines 12 environmental antecedents, harmonious and obsessive passion, and selected intentions as organizational outcomes.. The work environment antecedent study involved five data sets (total n=5,432). Results support the. hypothesized relationships proposed by the EWPA model. Implications will be offered for future research and application of the EWPA model.

***Employee stress and burnout***

***Coping and social support***

Fr-INV-SYM8-1

**Think outside the box: incorporating new constructs and levels to extend and advance the study of work stress.**

M. G. Gonzalez-Morales <sup>1,\*</sup>

<sup>1</sup>University of Guelph, Guelph, Canada

**Main Abstract Content: State of the Art**

In relation to the study of work stress instead of reinventing the wheel, occupational health scholars should aim to move it. We will present studies that try to advance our understanding of the topic by thinking outside the box.

**New Perspectives/Contributions**

The themes presented will appear diverse but they present an interesting commonality: the study of the work stress problem from non-traditional perspectives. Instead of the classical stressor-strain model, the papers in this session exemplify how we can incorporate new constructs and levels to the study of work stress and occupational health.

For instance, foreign phenomena to Work and Organizational Psychology, such as workplace attachment styles or Acceptance and Commitment therapy (ACT), are the focus of the first two studies. In addition, collective levels are included to the study of social support (organizational health support) in the third paper, and stressors (organizational stress climate) and coping (co-active and collective coping) in the fourth presentation.

**Research/Practical Implications**

The presenters in this session are experienced and prestigious scholars in the area of Occupational Health Psychology. Given that the presenting authors have been thinking and rethinking this topic for more than 20 years, the most interesting aspect of this symposium will be the 30 minutes in which these experienced scholars discuss their views on how to extend our understanding of work stress. The chair will facilitate the discussion. Audience members will be encouraged to ask questions during the discussion to enrich the conversation with their input.

***Employee stress and burnout***

***Coping and social support***

Fr-INV-SYM8-2

**Coworker Social Support Interacts with Occupational Stressors and Organizational Support for Employee Health to Predict Employee Well-Being**

M. Osolnik<sup>1</sup>, T. A. Beehr<sup>1,\*</sup>

<sup>1</sup>Psychology, Central Michigan University, Mount Pleasant, MI, United States

**Main Abstract Content: Purpose:** Theoretically, certain workplace characteristics (stressors) result in poor employee well-being (strain). Social support sometimes buffers (weakens) the link between stressors and strains, but not in all studies; therefore we examined a second possibility—that social support may have favorable effects on employees' strains primarily when it is embedded in an organization that supports employees' health (organizational health support, OHS). We hypothesized firstly that coworker support would buffer the positive relationship between workplace stressors (interpersonal and role conflict) and strains (psychological well-being, perceived health, and perceived stress), and secondly that OHS would strengthen the negative relationship of coworker social support with strains.

**Design/Methodology:** We analyzed archival data from a 2011 survey of 976 workers in Slovenia. Hypotheses were tested with hierarchical moderated regressions.

**Results:** Interpersonal conflict interacted with coworker support to predict all three strains, but the interactions were the opposite direction from the hypotheses (they were "reverse buffering"). Social support interacted with OHS in the hypothesized direction, however, to predict two of the three strains (perceived health and stress).

**Limitations:** Using archival data means that some of the measures were not ideal (e.g., some were single-items).

**Research/Practical Implications:** Coworker support may be most promising for improving employees' well-being when health support from the organization (OHS) is also present.

**Originality/Value:** To our knowledge this is the first study to examine the potential effects of coworker support in combination with OHS on employee health, and it is one of the few studies of occupational stress and social support in Eastern Europe.

***Employee stress and burnout***

***Coping and social support***

Fr-INV-SYM8-3

**The Role of Workplace Attachment Styles in Employees' Experiences of Supervisors and Co-workers**

M. P. Leiter <sup>1,\*</sup>

<sup>1</sup>School of Psychology, Deakin University, Geelong, Australia

**Main Abstract Content: Purpose**

Attachment styles at work reflect the extent to which employees approach social relationships from a subjective sense of security or from one of two forms of insecure attachment: anxious or avoidance. These attachment styles may explain stress-based processes related to employees' experiences of both positive and negative encounters with supervisors and with co-workers

**Method**

The Short Work Attachment Measure (SWAM), focused specifically on work relationships, was included in a survey of 1700 Canadian health care providers along with measures of co-worker and supervisor incivility, co-worker and supervisor trust, and co-worker and supervisor satisfaction.

**Results**

A series of multiple regression analyses found avoidance and anxious attachment to have similar relationships regarding both co-worker and supervisor. Anxious and avoidance attachment interacted with regard to co-worker incivility and co-worker satisfaction, but did not interact in analyses regarding supervisor incivility and supervisor satisfaction. The interaction reflected an enhanced relationship when both anxious and avoidant attachment were high beyond the relationships with each dimension separately. This pattern was only evident regarding coworker relationships.

**Discussion**

The analysis confirmed the relationship of attachment styles to employees' experience of workplace relationships. Although attachment dimensions showed similar overall relationships for co-worker as for supervisor relationships, there were distinct findings for an interaction effect for co-worker relationships. This difference may reflect the greater complexity of co-worker relationships in that (1) employees have many co-workers and only one supervisor, and (2) supervisor relationships are generally more structured than are co-worker relationships.

***Employee stress and burnout***

***Coping and social support***

Fr-INV-SYM8-4

**Individual, Co-active and Collective Coping and Occupational Stress: A Longitudinal Study**

J. M. Peiro <sup>1,\*</sup>, I. Rodriguez <sup>1</sup>, M. W. Kozusznik <sup>1</sup>, N. Tordera <sup>1</sup>

<sup>1</sup>University of Valencia, Valencia, Spain

**Main Abstract Content: Purpose:** This study aims to identify the association of change in individual (palliative and direct action) and group-level (co-active palliative, co-active direct-action, and collective direct-action) coping with the change in appraisal of different types of individual occupational stress and with the change in organizational stress climate.

**Design/Methodology:** These relationships are tested by means of a multilevel two-wave panel design. The sample is composed of 525 teachers in 100 schools. Stress experiences and coping behaviors are assessed during the first and the third terms of the academic year.

**Results:** The results show that an increase in the use of individual coping (direct-action and palliative) has scarce to no effect on the decrease of individual stress appraisal. In contrast, an increase in co-active direct-action coping is associated with decreases in organizational stress climate (in case of six out of nine stressors) and an increase in collective direct-action coping is a significant predictor of a decrease in the level of stress climate in the organization for all but one stressors under study. In turn, an increase in co-active palliative coping is associated with a decrease in stress climate in the organizations to a much lesser extent.

**Research/Practical Implications:** The results suggest that group-level coping is a more effective coping strategy in reducing occupational stress appraisal than individual coping.

**Originality/Value:** Collective coping deserves more attention in order to further advance research and professional interventions on occupational stress.

***Employee stress and burnout***

***Coping and social support***

Fr-INV-SYM8-5

**ACT'ing to Improve Well-Being and Reduce Strain on Healthcare Professionals**

D. Lee-Bagley<sup>1</sup>, A. Day<sup>2,\*</sup>, T. Helson<sup>2</sup>

<sup>1</sup>Behavioural Change Institute, <sup>2</sup>Saint Mary's University, Halifax, Canada

**Main Abstract Content:** *Purpose.* Employees experience demands and stressors at work, and the ability to effectively manage emotions, including discomfort and distress, may help them to deal with these demands. The ACT-W (Affective and Commitment Therapy at Work) Program may increase the ability to manage emotions and stress (Flaxman & Bond, 2010). ACT is comprised of mindfulness and acceptance processes to develop skills relevant to reduce the impact of negative psychological stressors, and commitment and behaviour change processes by clarifying values, setting goals, and taking action (Hayes et al., 2006). Given the need to support healthcare providers dealing with workplace demands, we investigated the impact of ACT on healthcare professionals' levels of strain.

*Methodology.* Participants completed three 3-hour training workshop on professional resiliency and ACT training, and they completed surveys pre- and post-training.

*Results.* There was a significant reduction in strain symptoms after the training compared to before training, although readiness to change did not moderate the relationship.

*Limitations.* The training was mandated as part of the organizations' healthy workplace initiatives, so all employees underwent training at the same time. Future studies should include a control-wait list design and use individual coaching sessions to help tailor the program and address concerns of scheduling, privacy, and buy-in.

*Research/ Practical Implications.* This study provides some support for organizations wanting to help support employees' well-being and better manage reactions to stressors.

*Originality/ Value.* This study is one of the first to examine utilizing ACT in healthcare providers to improve well-being.

## ***Positive organizational behaviour***

### ***Well-being***

Fr-SYM-2277-2

## **The positive effects of new job demands: Resources, learning, and thriving at work**

C. Korunka\*

### **Main Abstract Content: State of the art**

Globalization, increasing competition, and the increased use of ICT led to the emergence of new job demands for the employees in many areas of work. While work intensification has negative effects, intensified autonomy and learning demands as new challenge stressors may have also positive and negative effects on the employees. Based on large empirical data sets (longitudinal studies and diary studies), the contributions in this symposium focus on the potential positive effects of new job demands, like learning and thriving at work as well as on the resources which maintain and enhance such positive effects.

### **New perspectives/contributions**

Based on a large longitudinal study, the first contribution (Korunka) will introduce new job demands and their potential as hindrance and challenge stressors, in addition to conventional stressors. The next two presentations (Niessen, Prem) will focus on the conditions for the development of thriving at work. Both, transformational leadership and learning demands were found to increase thriving at work. Next the moderating role of positive affect as an individual resource for potential positive outcomes will be discussed (Kerman). The final presentation (Glaser) will focus on time-lagged relationships between learning resources and self-actualization of work.

### **Research/practical implications**

Research needs to focus on the development of new demands in a rapidly changing world of work (Examples: Boundaryless work, new office work, crowd work, etc.). Many of these demands may result in both, positive and negative effects. Certain resources and conditions for the development of positive effects need to be analyzed.



## ***Employee stress and burnout***

### ***Work stressors***

Fr-SYM-2277-3

### **Conditions of the emergence of positive effects of new job demands**

C. Korunka\*, B. Kubicek<sup>1</sup>, R. Prem<sup>1</sup>

<sup>1</sup>University of Vienna, Vienna, Austria

#### **Main Abstract Content: Purpose**

The introductory presentation of this symposium aims to give an overview on new job demands in a changing world of work. Globalization, increasing competition and the increased use of ICT brought about not only work intensification, but also intensified planning and decision-making demands and increased learning demands. The blurring of boundaries between work and non-work (boundaryless work) further amplified the emergence of these demands.

#### **Design/Methodology**

Our considerations are empirically based on the results of a large research project, funded by the Austrian Science Fund that was carried out between 2012 and 2016. Overall, 2055 employees in 11 companies were investigated in an 18 month longitudinal study and the “Intensification of Job Demands” (IDS) scale was developed.

#### **Results**

Based on the challenge/hindrance framework, work intensification was clearly confirmed as a hindrance stressor. On the other hand, intensified planning and decision demands and learning demands are challenge stressors showing at least partly positive effects of quality of working life indicators. Based on Peter Warr’s Vitamin model, curvilinear relationships between these new demands and outcomes could partly be confirmed.

#### **Limitations**

Our considerations focus mainly on (a wide range) of service work.

#### **Research/practical implications**

New job demands appear in a changing world of work. To preserve a high quality work life it is imperative to know about the potential positive and negative effects of these demands (in addition to conventional demands).

#### **Originality/Value**

The conditions of potentially positive effects of new job demands and their limits were comprehensively investigated for the first time

***Positive organizational behaviour***

***Personal growth and happiness***

Fr-SYM-2277-4

**The moderating role of daily learning demands in the effects of daily time pressure on employees' cognitive appraisals and thriving at work**

R. Prem<sup>1,\*</sup>

<sup>1</sup>University of Vienna, Vienna, Austria

**Main Abstract Content: Purpose**

The present study set out to explore the interplay of learning demands and time pressure on cognitive appraisals (challenge, hindrance) and thriving (learning, vitality) in daily working life. It was assumed that the effects of daily time pressure on employees' cognitive appraisals would be more favourable in the presence of higher (vs. lower) levels of learning demands. Further, it was assumed that daily learning demands would also moderate the indirect effects of daily time pressure on daily thriving at work via employees' cognitive appraisals.

**Design/Methodology**

Data from a diary study with three measurement occasions per workday were analyzed. Overall, a total of 376 day-level data sets from 124 knowledge workers were available.

**Results**

Multilevel analyses revealed that daily time pressure only affected daily challenge appraisal and daily hindrance appraisal when daily learning demands were low (vs. high). Multilevel moderated mediation analyses further showed that daily learning demands also moderated the indirect effect of daily time pressure on learning at work via challenge appraisal as well as the indirect effect of daily time pressure on vitality at work via hindrance appraisal.

**Limitations**

Because the study relied on self-report measures, common method bias cannot be ruled out.

**Research/Practical Implications**

The results demonstrate that intensified job stressors, like time pressure and learning demands, may have non-additive day-level effects on employees' cognitive appraisal processes as well as their thriving at work.

**Originality/Value**

Using a diary study design, the present study explored the interplay of learning demands and time pressure in daily working life.

***Positive organizational behaviour***

***Well-being***

Fr-SYM-2277-5

**An experimental study of the JD-C model: The moderating role of positive affect**

K. Kerman\*

**Main Abstract Content: An experimental study of the JD-C model: The moderating role of positive affect**

Katja Kerman<sup>a</sup>, Špela Koprivnik<sup>a</sup>, Andraž Stožer<sup>b</sup>, Marko Gosak<sup>c</sup>, & Sara Tement<sup>a</sup>

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<sup>c</sup> Faculty of Natural Sciences and Mathematics, University of Maribor

**Purpose**

The purpose of the study was to test the moderating role of positive and negative affect in the relationship between experimentally manipulated control or workload and physiological stress response as well as self-rated stress.

**Design/Methodology**

A 2x2 factorial design was used to manipulate work control and workload, resulting in 4 experimental groups, reflecting the job control-demand model (Karasek, 1979). Self-rated stress and heart rate variability were measured as outcome variables and positive and negative affect were measured as potential moderators.

**Results**

Moderation analysis results indicate positive affectivity as a significant moderator of the effects of workload on self-rated stress. Surprisingly, positive affect was not a significant moderator of the relationship between workload or work control and physiological stress response (measured with HRV indicators). Models that included work control as a predictor as well as negative affect as a moderator were not significant.

**Limitations**

Significant differences between experimental groups (based on physiological stress response and self-rated stress) were not found, which may be due to small sample size ( $N = 79$ ).

**Research/Practical Implications**

Results indicate that trait positive affect buffers the perception of stress under high levels of workload. This emphasizes the importance of maintaining and fostering employees' vitality and positive affect to help them cope better with high levels of workload.

**Originality/Value**

The moderating role of positive and negative affect within the JD-C model was tested for the first time, using experimental data and a physiological measure of stress response.

***Positive organizational behaviour***

***Personal growth and happiness***

Fr-SYM-2277-6

**Age and personal growth at work: The moderating role of transformational leadership on teachers' self-efficacy and thriving**

C. Niessen<sup>\*</sup>, I. Mäder<sup>1</sup>, J. Volmer<sup>2</sup>

<sup>1</sup>Friedrich-Alexander University of Erlangen-Nuremberg, Erlangen, <sup>2</sup>Otto-Friedrich University Bamberg, Bamberg, Germany

**Main Abstract Content: Purpose**

It is increasingly being discussed how to promote personal growth in organizations for employees of all ages. In the present study we investigated whether teachers' age relates to thriving at work (i.e., the joint experience of vitality and learning). Moreover, we examined whether transformational leadership of the school principal helps especially older teachers to experience a sense of self-efficacy and, in turn, to thrive at work.

**Design/Methodology**

This mediated moderation model was tested with a two-wave-study (time lag 3 months) among 155 high-school teachers in Germany.

**Results**

Path modelling revealed no direct relationship between teachers' age and thriving. However, as expected, transformational leadership moderated the relationship between age, teacher-related self-efficacy, and thriving; age was associated with a decrease in self-efficacy and thriving when the school principals were less engaged in a transformational leadership style. When school principals showed transformational leadership behaviors, age was neither associated with self-efficacy nor thriving. Moreover, self-efficacy mediated this relationship; age was associated with a decrease in self-efficacy across the school term, which, in turn, related to a decrease in thriving when transformational leadership was low.

**Limitations**

Our design did not include a third measurement which allows to separate measurement error from the change in the outcome variables.

**Research/Practical Implications**

Transformational leadership is especially helpful for older teachers by fostering their self-efficacy which provides more opportunities to thrive.

**Originality/Value**

To our knowledge, this study is the first to investigate whether and how age relates to personal growth at work by identifying moderating and mediating mechanisms.

***Positive organizational behaviour***

***Personal growth and happiness***

Fr-SYM-2277-1

**Demands and resources for learning, self-regulation and flexibility: Time-lagged relationships with indicators of self-actualization at work**

J. Glaser<sup>1,\*</sup>, S. Hornung<sup>1</sup>, T. Höge<sup>1</sup>, C. Seubert<sup>1</sup>

<sup>1</sup>University of Innsbruck, Innsbruck, Austria

**Main Abstract Content: Purpose**

Extending conventional models of work characteristics, this study examines time-lagged effects of new job demands and their interactions with matching job resources on indicators of self-actualization at work.

**Design/Methodology**

Two waves of an online survey (time lag: 1 month) provided data of N=732 employees (57.8% women; mean age: 38.9 years; 59.7% highly educated; 30.9% supervisors). Analyses included six work analysis scales, tapping requirements and resources for learning, self-regulation, and flexibility, and three indicators of self-actualization– intrinsic work motivation, meaning in work, and occupational self-efficacy. Reliabilities were satisfactory (t1:  $\alpha=.70-.89$ ; t2:  $\alpha=.77-.91$ ) and CFA results indicated structural validity.

**Results**

Regressions were integrated in a path model, controlling for gender, age, education, and position. Examined job demands and resources had meaningful associations with all three outcomes. Interactive effects of learning requirements and learning resources explained additional variance in motivation and self-efficacy. Core effects remained significant after controlling for outcomes at t1.

**Limitations**

The short time-lag between waves translated into high autocorrelations of outcomes, raising the methodological bar for detecting effects of job demands and resources. Further, presented analyses do not include job stressors.

**Research/Practical Implications**

To promote employee thriving and self-actualization, more attention should be paid to the specific configurations of new job demands and resources in different domains. Work design should seek to balance requirements and supplies for learning, self-regulation and flexibility.

**Originality/Value**

This study suggests an innovative model of domain-specific job demands and resources and present longitudinal evidence on their main and interactive effects on self-actualization at work.

## ***The implications of bad science for evidence-based practice in organizational psychology***

Rob Briner

FRI-INV-SYM9

As Ernest O'Boyle put it: "If practitioners can't trust what's coming out of academia, we don't have a reason to exist." The well-documented poor scientific practices routinely deployed in organizational psychology and right across science have led to concerns about the trustworthiness and value of the body of our scientific evidence-base. In our field, there has is now increasing attention and activity aimed at improving the way we do science through, for example, changes to journal editorial policies and the Memorandum of Understanding produced by the Alliance for Organizational Psychology. While these long-overdue initiatives are welcome and should in the long-term result in a more trustworthy science, many questions and uncertainties remain around how evidence-based practitioners can use the current body of scientific evidence. The panel and audience participations will consider their answers to a number of key practice questions including: Given the known limitations, how should we use science in our teaching and training? How can we warn about the limitations of science but still encourage its use by practitioners? Do we need to train organizational practitioners to make more use of science they can conduct in their own practice? What responsibilities do we have as scientists to accurately communicate bodies of evidence? How can the continuing professional development of organizational psychologists incorporate these issues?

## ***Policy matters: How to influence and create change in policy?***

FRI-INV-SYM6-1

Chair Prof. Rosalind Searle, Coventry University, Coventry, West Midlands, UK

Email: [Rosalind.searle@coventry.ac.uk](mailto:Rosalind.searle@coventry.ac.uk)

### **Integrated summary**

There is a growing recognition for the need for Psychologists to both aspire to, and achieve the same levels of significance and influence as that of economists. The formation of the EAWOP and EFPA Standing Working group on I/O Psychology with its attention on policy impact, and the both the Alliances of Organisational Psychology and SIOP white paper series are each steps on the right path. This panel draws together those with distinct insight and experiences on how to be more effectively in engaging and communicating with key stakeholders, and how to actually achieve policy change.

We commence with insights from Dr. Tor Levin Hofgaard, President of the Norwegian Psychological Association, on How to bridge the different universes of science and policy makers followed by an input from Douglas Bilton, (UK's Professional Standards Authority) for a perspective of what matters to regulators and how work psychology can help them. Prof. Ritsa Fotinatos-Ventouratos from American University in Greece will then reflect in the Economic Crisis and psychological inputs. Finally Christine Hamilton/Rosalind Searle will consider policy influence and capacity building efforts in the UK and internationally through examples of white papers including BPS DOP's "Implementing Culture Change within the NHS: Contributions from Occupational Psychology" and Alliances for organizational Psychology's white paper series. We then have questions and further discussion. Following these inputs there will then be a discussion and question time about these rich and important matters for our profession to consider and become more effective at.

### **Organisation of the session**

This panel will involve individual inputs (12 min), then general audience participation and questions facilitated by the chair (30 min).

## ***Aliens have landed - How to bridge the different universes of science and policy makers***

Dr. Tor Levin Hofgaard, president, Norwegian Psychological Association

FRI-INV-SYM6-2

Many of us, representing a professional field, see it as our aim to make our knowledge mean something for our community. Not just for individuals or organizations, but for our country, region or the world. But how do you get from your science lab, your statistical formulas or your fabulous practice, to those who make the decisions? How do we get into the room? And how do we make them remember us, after we have left the room. If the answers you have in mind are; show them the graphs, the numbers, the hard irrefutable science and facts. You are welcome to hear a different story.

This talk will focus on what we need to do to make your message survive in a landscape of post-truth and alternative facts. And where what we bring to the table is viewed just as another opinion. It will tell the stories about how implementing basic knowledge of psychology and communication can have huge impact on the way advocacy is done. And how realizing that science and politicians have a completely different concept of evidence, time frame, communication style and working environment, make us get our message through and contribute to real changes.



### ***Making regulation better – how can psychologists help?***

Douglas Bilton, Assistant Director of Standards and Policy, Professional Standards Authority  
FRI-INV-SYM6-3

Regulation of health and social care in the UK is in need of a radical overhaul if it is to support rather than stand in the way of the serious changes being proposed for the UK's health and care services. We will not be able to change health and care unless we also change the way it is regulated. This talk examines the need for change and how psychologists can assist and inform regulators. I highlight 'right-touch' regulation principles, to consider better what regulation can and can't do to control the risk of harms, to deregulate in some areas and focus regulation more effectively in others. There is a need for regulators to remove barriers between professions and create new roles. Currently health and care regulation is incoherent and expensive, with little evidence for its effectiveness; if it was going to improve care it would have done so by now. It's time to rethink regulation.

### ***The Economic Crisis: Policies and Procedures Reviewed***

Prof. Ritsa Fotinatos-Ventouratos, The American College of Greece, Greece

FRI-INV-SYM6-4

The global economic crisis which commenced in 2008, brought with it a host of problems previously unknown and unseen in history, with major repercussions being felt at the organizational, personal and societal levels. For I/O Psychologists, in Greece these changes and uncertainties have created a total transformation of the workplace, bringing with it unique stressors and strains that have to be confronted on a daily basis. Following seven years of global recession, I demonstrate the close and vicious interrelationship between human attitudes and behavior on the one hand, and unemployment, poverty, mortgage default and human ill-health on the other. Translated into organizational costs and consequences, the current economic crisis has brought with it substantial challenges ranging from longer working hours, heavier workload, insecure working environment, micro-management practices and a different form of psychological contract. I consider I/O psychology contribution to work in a context of deep and unprecedented uncertainty and economic turbulence.

## ***Implementing policy change in the UK: Contributions from Occupational Psychology***

Christine Hamilton, and Rosalind Searle BPS Division of Occupational Psychology  
FRI-INV-SYM6-5

The British Psychology Society's Division of Occupational Psychology 'Occupational Psychology in Public Policy' (OPIPP) working group was established to improve our capacity to draw on and communicate our evidence base to policymakers and decision-makers, and promote awareness of the expertise of Occupational Psychology..

Here we outline proactive policy influencing work featuring a report focusing on culture change within a health context. This report followed two other major reviews commissioned in response to a major issue at a hospital, which identified significant culture change as necessary to improve patient safety in the NHS. This was designed to move the debate on from '*what*' needs to be done to '*how*' it can be done. It is designed for audience including the UK Government's health sector policy-makers and the media.

We outline the variety of stakeholders whose policies we seek to engaged and raise awareness of our work and draw on their knowledge and contacts We will discuss capability building to respond effectively to consultations and calls for evidence in the longer-term, including horizon scanning to better identify potential areas where Occupational Psychologists could influence public policy, monitoring consultations and supporting consultation responses that are relevant to Occupational Psychology, building potential spokespeople databases and improving our liaison with other professional groups.

## ***Toxic Spaces: Challenging assumptions about workplace responses to workplace bullying and incivility in universities***

Authors: Patricia Mannix- McNamara and Margaret Hodgins

THU-INV-SYM3-6

**Context:** Higher Education is not immune to the problems of workplace ill treatment includes incivility, bullying, physical violence and sexual harassment. This presentation will present the results of a qualitative study that explored experiences of incivility and bullying in the higher educational sector. For the purposes of this presentation we define the terms employed. Incivility is defined as low-intensity, deviant behaviour with ambiguous intent to harm the target in violation of workplace norms for mutual respect. Bullying is defined as the systematic exhibition of aggressive behaviour at work directed towards a sub-ordinate, a co-worker or even a superior, as well the perception of being systematically exposed to such mistreatment while at work. The past decade has yielded much research on these themes. The negative health effects of workplace bullying and incivility are well established. Workplace ill treatment not only costs organisations through absenteeism, approximately one fifth of the targets of workplace mistreatment leave the organization, with resultant replacement and retraining cost.

**Design:** Using a purposive sampling strategy, information on the study was circulated to the university staff via unions. Eight female respondents were interviewed from three Irish universities. Interpretative analysis was employed.

**Results:** The analysis revealed several themes including; toxic workplace cultures, the micropolitics of organizational life; poverty of organisational response; assumptions of rationality and deliberate blindness to power plays; apparent reluctance (or inability) on the part of the organisation to engage with the implications of problematic interpersonal relationships (treated as 'private events' rather than public).

**Implications/Originality:** The implications of the research for organisations are several, not least of which is the need for fostering healthier workplace cultures for administrative staff in higher education. In addition the organizational responses are clearly problematic despite the existence of dignity and respect policies. The data also pose challenges as to how organisations deal with irrationality. They also challenge the assumptions that human relationships can be relegated to the realm of the private in the workplace.

# Workshop



Pre-Conference Doctoral Consortium EAWOP 2017: Challenges in your academic career: Enabling change, renewal and innovation

Dr. Laurent Sovet & Wouter Vleugels

**Abstract:** PhD students are confronted with various sorts of challenges throughout their PhD project as well as beyond, including applying for funding and building and maintaining a supportive academic network. The overall goal of this pre-conference doctoral consortium is to teach PhD students in two different sessions how they can successfully tackle these challenges and take charge of their academic careers.

The purpose of the morning session is to help PhD candidates to develop a better understanding of the challenges related to obtaining research funding. PhD candidates will learn how to cultivate a mindset for identifying potential sources of research funding and how to write effective funding applications.

During the afternoon session PhD candidates will have the opportunity to discuss their work in small groups. A senior scholar will moderate each small group session. The goal of the afternoon sessions is to enable PhD candidates to present their preliminary research ideas in a constructive and supportive environment, and lay the foundations for their own future academic network.

Participation is free of charge and includes lunch and coffee breaks. Places are limited to 50 students. We hope this will be an inspiring day to all, during which we will enjoy fruitful discussions and learn about each other's research endeavors.



Qualitative Research in I/O Psychology: An Introduction to Grounded Theory  
Annika Wilhelmy



**Abstract:** Recent editorials of high-ranking journals emphasize the importance of qualitative research methods to advance I/O psychology. An important question, however, is: how can qualitative methods be applied in a way that makes a contribution to the literature and leads to top-tier publications? This workshop offers an introduction to grounded theory – a research approach that is particularly versatile and internationally well-known. The learning goals of this workshop are to (1) familiarize participants with the broad range of possibilities that grounded theory has to offer, (2) enable participants to assess whether grounded theory is an appropriate method to answer their research questions, and (3) provide participants with the opportunity to practice developing strategies for data collection and analysis that are in line with the grounded theory approach. This workshop will also supply participants with key information on how to successfully publish qualitative research. There will be several interactive exercises in which participants will be able to apply their acquired knowledge. For example, participants will reflect on current or planned research projects and evaluate how they can use grounded theory in their own research to gain important insights. To participate in the workshop, participants neither need prior knowledge on qualitative research methods nor need to bring computers (unless for taking notes etc.).



## Changing Developments in Career Management

Beatrice van der Heijden & Ans De Vos

**Abstract:** The workshop entitled ‘Changing developments in career management’ has been designed to raise awareness and develop an understanding of the importance of the sustainability of contemporary careers. It is open for both scientist and practitioners who are interested in examining and implementing factors that may help or hinder employees in dealing with nowadays’ issues, dilemmas and challenges in career management. Think for instance about the ever-increasing struggles to maintain a work-home balance, the impact of New Ways of Working, and the problems of later career and retirement, to mention but a few. In this workshop, pertinent real-life cases with respect to sustainability of contemporary careers will be addressed, which aim to stimulate both organizational and supervisory practices, and future research on this topic. A state-of-the-art conceptualization of ‘sustainable careers’ will be outlined, incorporating four important elements characterizing the concept that have undergone important changes in recent years.

This interactive workshop event provides a platform for the latest scientific research to be brought to an audience of practitioners who can thereby develop and enhance their professional practice and skills, in particular to:

- Learn how recent theory and empirical research on sustainable careers can be applied in practice;
- Develop new skills when working with complex and changing developments in career management;
- Understand contemporary career issues, dilemmas and challenges;
- Create new intervention methods, tools and approaches in career management;
- Network with career scientists and with other practitioners and discuss new ways and methods of sustainable career management





## Managing the Interface Between Teaching and Research

Cheryl Travers



**Biography:** Dr Cheryl Travers received her BSc (Hons.) in Psychology (1st Class) from the University of Lancaster (1986); her MSc in Occupational Psychology from the MSC/ESRC Social and Applied Psychology Unit, University of Sheffield (1988) (Funded by the MRC); and her PhD on a nationwide study of teacher stress in the UK from Manchester School of Management, UMIST (1991) (Funded by the NAS/UWT). She holds Chartered Psychologist Status with the British Psychological Society (C.Psychol).

Cheryl began her appointment in the School in April 1993, following two years as Research Fellow in the Centre for Organizational Research at the London Business School (1991 to 1993). During her time at Loughborough she has held Research Project Co-ordinator MBA 1993-1997; Director for MBA in Information and Library Management (Development) 1995-1997; and more recently Director of Doctoral Training 1997-2006. She has also been a member of the University Ethical Committee.

**Abstract:** Interpersonal skills are crucial in today's business environment. Executives consistently rank such skills as critical for a successful workforce. Training and development doesn't always deliver and may be accused of the 'spray and pray' approach. Personal development tends to be insufficiently subject to thorough outcome evaluation and follow up. One reason claimed is that softer skills are not so easy to 'harden' by setting objective measurable goals. For the last 15 years, we have

carried out research and teaching within a UK Business School which has shown that goal setting can be used highly successfully to bring about interpersonal skills development. As a product of this, a Reflective Goal Setting methodology has been designed which is already showing vast possibilities for developing essential 'softer' skills in managers and leaders, both within and outside of the classroom. This professional development workshop will introduce attendees to the Reflective Goal Setting framework, and coach them on how to employ this effective teaching and learning method with the development of a wide range of management related skills and behaviours, not usually targeted by traditional goal setting theory alone. Attendees will benefit in terms of understanding how to set their own personal development goals, how to incorporate this framework into management modules and programmes and also support corporate clients seeking to improve the skills base of their managers and leaders.



Introduction to Multilevel Modeling using SPSS (Day-long Workshop)

Chris Stride



**Target Audience:** This course is aimed at two distinct groups. It is primarily designed as a beginners' course in multi-level modelling (AKA Hierarchical Linear Modelling), for those who face the challenge of working with multi-level data sets and want to be able to analyse them in the most powerful and accurate way. However it should also appeal to those with a little experience of multi-level modelling using other specialist packages who now want to learn how to run such models in SPSS using the MIXED MODELS menu and commands.

**Pre-Requisites:** A reasonable working knowledge of multiple regression and some previous experience of using SPSS to perform statistical analysis is expected. No previous experience of multi-level modelling will be assumed.

**The Course Will Cover:**

- Multi-level data - what it is and why it requires special treatment
- Restructuring data in preparation for multi-level modelling
- What is a multi-level model?
- Building and fitting a multi-level model in SPSS
- Further issues in multi-level modelling: centering, sample size and scaling
- Analysing longitudinal data using multi-level modelling

The course comprises of a mixture of short lectures on the basic theory behind multi-level models, teaching via examples worked through on real data sets, and exercises to practice the skills just learned. You will also receive a 70-page coursebook containing the notes and worked examples.

**Important Note:** This course requires you to bring your own laptop with SPSS installed - any version from v15 onwards will do.



Change Leadership and Innovation

Dawn Eubanks



**Biography:** Dawn Eubanks is an Associate Professor of Behavioural Science at Warwick Business School. She earned her PhD in Industrial Organizational Psychology with a minor in quantitative methods from The University of Oklahoma.

**Abstract:** With the growing success of non-traditional companies such as Google and Apple, it is hard to deny that innovation is a key economic driver. However, innovation is no longer an activity that takes place in a cozy corner in research and development. Over the past several years, innovation has become an important part of organizations as they realize that change and innovation are the keys to maintaining a competitive advantage. Organizations are now looking to develop “innovation cultures”, “innovation strategies” and “innovation leadership”. As a result of this, researchers have tried to tease apart what makes an innovative venture successful or not. There are multiple facets to explore under this topic. First, we need to understand the skill set required of leaders of innovative efforts. Next, we need to understand the key challenges faced by these leaders. Finally, we need to understand what success means and why trying to replicate salient successful examples may not work. In this three-hour workshop the following learning outcomes have been set:

- Become familiarized with the main streams of literature around leading for innovation
- Discuss the value of multiple methods for understanding leadership and innovation
- Develop an understanding of the need for innovation leadership
- Discuss emerging research questions and areas for exploration around innovation leadership
- Discuss measurement challenges for dependent variables
- Participate in an experiential learning activity that can be used to convey key concepts to students

No computers or software are required for this seminar



Developing the Whole Leader: A Multiple Domain, Identity-Based Approach

Michelle Hammond, Michael Palanski, Rachel Clapp-Smith and Gretchen Vogelgesang Lester



**Biography:** Michelle Hammond is a Senior Lecturer in Organisational Behaviour at the Kemmy Business School at the University of Limerick. She received her M.S. and Ph.D. in Industrial/Organizational Psychology from the Pennsylvania State University. Her research focuses on understanding the influence of leadership on employee well-being at work, including factors such as meaningful work, work-life balance, and creativity and innovation. Additionally her research seeks to understand the process of leadership development across multiple domains. She co-authored an award-winning text on leader development entitled *An Integrative Theory of Leader Development: Connecting Adult Development, Identity, and Expertise* and has published in journals including Academy of Management Review, Human Resource Management Review, Journal of Vocational Behavior, and Journal of Managerial Psychology among others.

**Abstract:** Developing the whole person as a leader has become a topic of great importance for many organizations, yet most research and practice of leader development focuses primarily on the work domain. The goal of the workshop is to promote a more holistic consideration of leader development by examining leaders in and outside of work. Research has explored how to leverage other domains of a leader's life to enrich and accelerate leadership development. This seminar builds on theory, research, and coaching experience leadership development in multiple

domains of life, the seminar illustrates how leaders can make sense of the intersection of work, family, and community domains to expand their leader competence and strengthen their leader identity (Hammond, Clapp-Smith, & Palanski, in press). In addition to personal stories and cases, the workshop will include a validated workbook as a personal development tool and guide. Participants will first learn the meaning and relevance behind each component of multi-domain leadership and then reflect on and complete a portion of their workbook. Small groups to discuss and reflection is will be facilitated. By the end of the workshop, participants will leave with a tangible action plan for developing specific leadership competence in and outside of the workplace. The plan will be goal directed, specific, and immediately actionable. The workshop is suitable for academics and practitioners alike. No materials are required





## Alternatives to Difference Scores: Polynomial Regression and Response Surface Methodology

Jeff Edwards



**Biography:** Jeff Edwards' research and teaching focus on individual and organizational change, person-organization fit, stress and coping in organizations, and strategies that jointly promote employee well-being and corporate competitiveness. He also conducts methodological work concerning the design, measurement and analysis of research in organizations.

Dr. Edwards is an award-winning teacher and researcher. At UNC, he received the Distinguished Teaching Award for Post-Baccalaureate Instruction, the Weatherspoon Award for Excellence in PhD Teaching and the Weatherspoon Award for Excellence in Research. In his field, he has been elected as a fellow of the Academy of Management, American Psychological Association, Society for Industrial and Organizational Psychology and Center for the Advancement of Research Methods and Analysis. He also received the Distinguished Career Award from the research methods division of the Academy of Management.

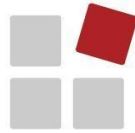
He has also consulted, conducted applied research, and taught executive development courses with numerous organizations, including Alcoa, Burlington Industries, ExxonMobil, General Electric, General Motors, GlaxoSmithKline, Johnson & Johnson, Kaiser Permanente, Misys Healthcare, Quintiles, SonyEriccson, Wachovia, W.C. Bradley, Westinghouse, Whirlpool and the U.S. Department of Defense.

Dr. Edwards served as the chair of the management, organizational behavior and strategy, and organizational behavior areas at UNC Kenan-Flagler from 2000-10. He has served on the School's research committee since 1997. Previously he held positions with the University of Virginia and the University of Michigan.

He has held leadership positions at the Academy of Management, serving as chair of the research methods division and representative-at-large for the research methods and organizational behavior divisions. He has served as editor of *Organizational Behavior and Human Decision Processes* and as associate editor of the *Journal of Organizational Behavior*, *Organizational Research Methods* and *Management Science*.

He received his PhD and MBA from Carnegie Mellon University and his BA from UNC-Chapel Hill.

**Abstract:** For decades, difference scores have been used in studies of congruence in organizational research. Despite their widespread use, difference scores have numerous methodological problems. These problems can be overcome by using polynomial regression and response surface methodology, which can examine a wide range of congruence hypotheses. This workshop will review problems with difference scores, introduce polynomial regression and response surface methodology, and illustrate the application of these methods using empirical examples. Participants will be provided data to analyze during the workshop with the goal of creating a hands-on experience that will clarify and reinforce the methods discussed. Participants should bring a laptop with access to SPSS or STATA.



e a w o p

European Association of Work  
and Organizational Psychology

Diary Methods for Organizational Intervention Research and Practice

M. Gloria Gonzales-Morales & Deirdre O'Shea



**Biography:** I got my Psychology Degree at Universidad de La Laguna (Canary Islands, Spain). I completed my dissertation, awarded with the European PhD (Doctor Europaea), in 2006 at University of Valencia (Spain) in the Work and Organizational Psychology Interuniversity Doctoral Program. In 2007, I moved to Virginia (USA) to do research as a Fulbright Visiting Scholar at George Mason University for two years. I was a postdoctoral researcher at University of Delaware for a year before starting at University of Guelph on May 2010.



**Biography:** Dr. Deirdre O'Shea, Reg. Psychol Ps.S.I., is a Lecturer and is a Registered Work and Organisational Psychologist, located in the Department of Personnel and Employment Relations at the Kemmy Business School, University of Limerick.

Deirdre completed her PhD and M.Sc. in Work & Organisational Psychology from Dublin City University in 2011 and 2005 respectively, and her B.Sc. in Psychology from University College Dublin in 2002. She received a DCUBS research scholarship to complete her PhD research.

Deirdre has lectured at the University of Limerick, Dublin City University, Oscail (National Distance Education Centre) and the Centre for Talented Youth in Ireland (CTYI). She has been an international visitor at Humboldt University, Berlin, Germany (2013), University of Guelph, Canada (2014), and Northeastern Illinois University, Chicago (2014).

**Abstract:** Intervention research and practice in organizations require specific methodologies that not only allow to evaluate the effectiveness of the programs, but also to understand the mechanisms and processes through which the intervention works and transfers to everyday operations. Diary methods can be defined as methodological designs that involve data collection on a regular basis (e.g., daily, weekly, monthly). Cross-sectional or traditional longitudinal studies can only capture a static picture or snapshot of the psychological and organizational variables being measured at specific points in time. Diary methods help us to take ‘motion pictures’ of the intervention implementation, mechanisms and outcomes.

The main learning objectives of this workshop are to:

1. **Understand the need and usefulness of diary methods for intervention research and practice.** We will discuss how mediating mechanisms and processes can be assessed, and how other practical issues such as dosage, participant adherence or participant experience and practice can be explored with diary designs.
2. **Reflect on how to design an intervention diary design based on clear research/practice questions.**  
We will highlight the importance of establishing clear research/practice questions to guide the design in terms of what, how and when to measure. We will consider advantages, challenges and pitfalls related to diary intervention designs. We will discuss the use of control, placebo, random assignments and Randomized Controlled Trials. Statistical, analytical and technological tools needed for this type of methods will be described.
3. **Apply diary methods to participants’ own research/practice projects.**  
In groups, participants will discuss and work on their own designs for their research and/or practice projects.

The instructors of the workshop will facilitate the learning of these objectives through participative and active learning. Their experience designing and implementing interventions using diary methodologies will allow them to share their success and, most importantly, failure stories.

Participants are asked to submit a 200 word summary of either planned or on-going diary/intervention research two weeks prior to the workshop which can be shared with the participant group and discussed during the workshop.



Meta-analysis and Systematic Reviews for W&OP

Michael McDaniel



**Biography:** Dr. McDaniel received his Ph.D. in Industrial Organizational Psychology from the George Washington University. Prior to joining VCU, he was a tenured associate professor at the University of Akron. Dr. McDaniel has published in Academy of Management Journal, Journal of Applied Psychology, Personnel Psychology, Intelligence, International Journal of Selection and Assessment, and Human Performance. Dr. McDaniel is a member of the Academy of Management, and a Fellow of the Society for Industrial, Organizational Psychology, Inc., a Fellow of the American Psychological Association, a Fellow of the Association for Psychological Science, and a member of the Society for Human Resource Management. Dr. McDaniel has received awards in recognition of his research from the Academy of Management, the International Personnel Management Association Assessment Council, the Southern Management Association, and the US Office of Personnel Management.

**Abstract:** This three hour workshop provides the participant with knowledge concerning the major meta-analysis models used in research in work and organizational psychology. The workshop also introduces the steps in conducting a systematic review. Thus, this workshop is not solely a statistics/methods course but overviews the knowledge the participant needs to conduct a meta-analysis and systematic review consistent with the Meta-Analysis Reporting Standards (MARS). The course also addresses emerging topics in meta-analysis and systematic reviews including a review of publication bias. Free software is made available to the

participants and a few demonstrations of software are incorporated into the workshop. Students who wish to follow along with software demonstrations may wish to install the recommended software, gain some familiarity with it prior to the workshop, and bring a laptop with software installed. However, without installing any software and leaving your laptop at home, one will gain a knowledge of the capabilities of the software through the demonstration.

At the end of this talk, participants should understand the steps in the systematic review process, some of the basic conceptual and statistical background of meta-analysis, and how to interpret the results of a meta-analysis. You will also know what you have left to learn to be a proficient meta-analyst.

Participants who have registered for the workshop in advance will receive a link to workshop materials and many other meta-analysis materials a few days prior to the workshop.

**Recommended Software:** R, RStudio (with free license). Install R before installing RStudio. Students may also wish to download a demonstration copy of Comprehensive Meta-Analysis (CMA) at [www.meta-analysis.com](http://www.meta-analysis.com). The instructor hopes to get you a free one month license for CMA.



## Measuring the Impact of Interventions – Social Return on Investment

Nuala Whelan



**Biography:** Nuala Whelan is an Irish Research Council Employment based Scholar conducting research on the effectiveness of Ireland's labour market policy on the well-being and employability of long term unemployed job seekers. Nuala is the Assistant Manager at Ballymun Job Centre (BJC) and a Registered Work & Organisational Psychologist. She holds a BA (Honours) in Psychology from UCD and a MSc. in Industrial Psychology from the University of Hull, UK. With 18 years' experience working with clients who are disadvantaged in the labour market, Nuala's main areas of interest lie in exploring the varying levels of employment service effectiveness, the lack of consistency in approach and the underestimation of the potential impact of enhancing human capacity for development and organizational success. Nuala is currently an Irish Research Council employment based Scholar conducting research on the effectiveness of Ireland's labour market policy on the well-being and employability of long term unemployed job seekers. Since 2003 Nuala has been involved in securing significant EU funding through the Lifelong Learning Programme (Leonardo da Vinci strand), EQUAL (ESF) and more recently Erasmus+, and during this time, managed eight applied research projects, each with a two year duration. Her research interests include; psychological impact of labour market policy and its implementation, long term unemployment, Youth unemployment, Psychometrics and innovative assessment design, Social Investment, Social impact evaluation, Training and training evaluation, Effective career guidance for disadvantaged job seekers, Labour Market Activation models, Community impact, Well-being at work.

**Abstract:** As Psychologists working with individuals and organisations, it can be difficult to put a value on the impact our interventions have at an individual, organisational, and even societal level. Often, the impacts of our interventions are not immediately visible but may become more evident over time. Quantifying our practice and placing value on what we do can be difficult. Social impact assessment can help us understand the impact our interventions have on a range of stakeholders and can illuminate the process or the story of change arising from the interventions. Social impact can have both evaluative and forecasting purposes, enabling us to value the things which matter. It can help us pinpoint the outputs and outcomes emerging from our interventions for each stakeholder and consider the monetary value attributable to each outcome. Monetary value is a useful and widely accepted way of conveying value, and while social impact assessment is about value rather than money, this is often the type of evidence required or understood by those funding the interventions.

This workshop will introduce participants to the key principles underpinning social impact assessment and the Social Return on Investment (SROI) methodology. Participants will be encouraged to think in terms of change, the creation of change, measuring outcomes and attributing value. Participants will also consider how social impact assessment could be integrated into their practice. The workshop will provide an opportunity to review case studies using social impact assessment and in small groups work through an example SROI evaluation in order to illustrate its real world application.





## Latent Growth Modeling in the Study of Change

Robert Vanderberg



**Biography:** Robert Vanderberg is the Department and Roger O. Arnold Professor of Business at the University of Georgia Terry College of Business Department of Management and a Full Professor in GLOBIS Management at the University of Georgia. He received his PhD in the area of Social Psychology from the University of Georgia, graduating in 1982. His areas of expertise consist of Employee Survey Administration and Feedback, Change Management, Structural equation methodology and introductory and Advanced Statics. He has previously consulted with companies such as IBM, Georgia Pacific and Life Office Management Association. He has received various reward over his career from Best Publication Award in Research Methods for Past Decade by Research Methods Division, Academy of Management, 2009 to Superior Teaching Recognition by the Honors Day Convocation, The University of Georgia, 2011.

**Abstract:** The primary goals of this workshop are to provide participants with: (a) the methodological issues and guiding principles underlying the design of longitudinal research; (b) the analytical tools needed to undertake latent growth modeling (LGM); and time permitting (c) the analytical tools needed to undertake latent change or difference score analysis (LDS). With respect to (a), discussion will be on the many methodological design considerations or guiding principles a researcher should attend to when designing a longitudinal study. After this, we will start a review of LGM. Participants will be exposed first to what are referred to as Level 1 or unconditional

LGMs. From there, they will be exposed to increasingly complex Level 2 or conditional LGMs. The last LGM constitutes a relatively complex model with causal paths between latent variables, and tests of mediation. Upon completion of the LGM portion of the workshop, and time permitting, we will start the review of LDS. We start with relatively simple LDS models and build to increasingly complex models. For both the LGM and LDS portions, participants are provided handouts with all of the syntax for each of the models. Also, the databases used for the examples will be provided. The examples are all anchored with an organizational behavior or industrial-organizational psychology framework. Finally, considerable time will be spent considering the output, and teaching participants how to interpret the outcomes, particularly those relevant to the tests of hypotheses. All examples use structural equation modeling and are tested using the Mplus

# Debate

## **Research methodology**

### **Advances in quantitative research methods**

Th-DEB-5

#### **A Panel Discussion on Intra-Individual Organizational Research**

N. Podsakoff<sup>1,\*</sup>, A. Bakker<sup>2</sup>, K. Daniels<sup>3</sup>, A. Gabriel<sup>4</sup>, U. Hulsheger<sup>5</sup>, J. Trougakos<sup>6</sup>

<sup>1</sup>Management & Organizations, University of Arizona, Tucson, United States, <sup>2</sup>Erasmus University, Rotterdam, Netherlands, <sup>3</sup>University of East Anglia, Norwich, United Kingdom, <sup>4</sup>University of Arizona, Tucson, United States, <sup>5</sup>University of Maastricht, Maastricht, Netherlands, <sup>6</sup>Univeristy of Toronto, Toronto, Canada

**Content: Purpose.** The purpose of this Panel Discussion is to have intra-individual research experts provide their perspectives on important conceptual, methodological, and analytic questions fundamental to this literature. A review of the more than 200 intra-individual organizational articles, *over half of which have been published in just the past 6 years (ISI, 2016)*, reveals many inconsistencies and confusion about the appropriate application of intra-individual theories, the design and method of daily diary or ESM studies, and the analysis and reporting of results from this research. The proposed format for this 90 minute Panel Discussion is:

Introduction of the topic and panelists (6 minutes)

Discussion of theoretical and conceptual questions (23 minutes)

Discussion of design and methods questions (23 minutes)

Discussion analysis questions (23 minutes)

Questions from the audience (15 minutes)

**Controversial Perspectives.** To identify the most relevant and “controversial” topics in the intra-individual literature, we (a) performed a review of over 200 intra-individual articles, and (b) surveyed authors who published intra-individual studies for questions. This led to questions falling into three categories. First, *theoretical and conceptual issues*, such as what theories are (in)appropriate for application to intra-individual studies? Second, *design and methods issues*, such as what factors are/should be considered when making design decisions, and what are the best practices in design? Third, *analytic issues*, such as what standards should be used to report results from intra-individual research, and how should time-related influences be tested? The Panelists will provide responses to questions reflecting this content, as well as those from the audience.

**Implications for Research/Practice.** This explicit purpose of this Panel Discussion is to influence the decisions made by scholars when designing, conducting, analyzing, and reporting their intra-individual studies. The questions (and experts’ answers) will be designed to facilitate immediate application.

**Expected Audience.** Given the quality of the panelists and the interest in this literature, we would expect to have more than 60 individuals in the audience.

**Disclosure of Interest:** None Declared

**Keywords:** None

## *Emerging themes in I/O psychology*

Th-DEB-14

### **The Future of Work and Organizational Psychology: An Interactive Debating Session Addressing the Need to Reconceptualize our Own Academic Future**

M. Bal<sup>1,\*</sup>, C. Bernard Oettell<sup>2</sup>, R. Briner<sup>3</sup>, K. Chudzikowski<sup>4</sup>, J. de Jong<sup>5</sup>, E. Doci<sup>6</sup>, N. Dries<sup>7</sup>, C. Freese<sup>8</sup>, K. Kalshoven<sup>9</sup>, X. Lub<sup>10</sup>, Y. van Rossenberg<sup>11</sup>, T. Vantilborgh<sup>6</sup>

<sup>1</sup>University of Lincoln, Lincoln, United Kingdom, <sup>2</sup>Stockholm University, Stockholm, Sweden, <sup>3</sup>Queen Mary University of London, London, <sup>4</sup>University of Bath, Bath, United Kingdom, <sup>5</sup>Open University The Netherlands, Heerlen, Netherlands, <sup>6</sup>Vrije Universiteit Brussels, Brussels, <sup>7</sup>KU Leuven, Leuven, Belgium, <sup>8</sup>University of Tilburg, Tilburg, <sup>9</sup>Amsterdam Center for Integrity and Leadership, <sup>10</sup>VU University Amsterdam/NHTV University, Amsterdam, Netherlands, <sup>11</sup>University of Bath, Bath, United Kingdom

**Content:** Purpose The field of Work and Organizational Psychology (WOP) has important objectives for the 21st century. While the EAWOP conference in Dublin will be taking place 10 years after the onset of the global economic crisis, the effects are still widely visible across Europe. It is therefore crucial for researchers to contribute to contemporary debates about how work can be organized in the 21st century. However, it is not self-evident that research in the field of WOP achieves these aims. Moreover, ethics in research is becoming increasingly important—both in the choice of research topics and in how we do research—and thus the field finds itself at a crossroad, where choices should be made about what the future of WOP will look like. The purpose of this session therefore is to discuss the role of work psychology within its broader context and to consider potential alternatives for how the field identifies itself. We want to discuss some of 1) the interrelations and interdependencies between the field and the larger context(s) it is embedded in, 2) the imprints these relations leave on how we do research in WOP and what we do with the research we have done, and 3) the alternatives for the status quo of WOP to postulate a future-oriented idea for how the field can contribute to knowledge. The session aims to identify some ways the field gets affected by its cultural, political, organizational and academic context, and the way the field shapes (or intends to shape) its context. We hope to unravel some of the shortcomings that result from the field's alignment with certain academic, political, economic and organizational narratives. Finally, together with the participants, we want to reflect on what other available perspectives are out there that could allow for more critical, humanistic and profound ways of doing research in work psychology, and for leaving a positive impact on the world of work. A recent editorial of EJWOP (Daniels, 2016) addressed the importance of the journal in addressing societal concerns, and the aim of this symposium is to contribute to this by debating how researchers can conduct research that is relevant for both research and the world outside academia. We want to study the field's relations with its context from three (interrelated) perspectives: (a) Relations with world of work: - Do we pay attention to what is important for organizations or what is important for people within organizations? Should we take a human resources or a humanistic perspective on people? And what perspective should we take in the future? - What is the 'real' impact of our research? How is the field's relationship with practice? (b) Relations with the political, economic and cultural context: - What political discourses and ideologies does the field (implicitly) align itself with and what are the effects of such alignments on the field? - Do we take the political-economic context of our research enough into account? - How is the field's relationship with the public sphere? (c) Relations with the academic culture: - Why is so much research conservative in its approach, designs and not innovative and addressing contemporary issues of the 21st century workplace? - Why do so many studies rely on mediator-moderator designs and what are the underlying assumptions and implications of such designs, and what are the alternatives? - Why are all academics suffering from the pressure to publish (or otherwise perish) & what impact does it have on the research we do? - How are all of the above questions related to each other? These questions could be addressed in separate debates, but the main purpose of the current session is to understand and ascertain that these issues are inherently interrelated, and that the field of WOP is at a crucial state, and important questions for future generations of WOP scholars and leaders need to be asked and debated. The current session therefore aims to give scholars the opportunity to address these issues, to discuss them in smaller groups and to develop new ideas and initiatives to advance the field. The session aims to do the following: First, the main purpose of the meeting will be introduced and the state of WOP as a discipline will be discussed. Subsequently, Yvonne van Rossenberg will talk about the role and limits of methods used in WOP. Edina Doci and Tim Vantilborgh will discuss whether the human resources perspective on employees dominates in the (leadership) field, at the expense of the humanistic perspective. Charissa Freese and Claudia Bernard-Oettel will discuss the role of practice and the public in relation to our research, and finally Nicky Dries will discuss how we should not lose sight of what scientific publications are for and how publication cultures can become more future-oriented. Subsequently, the audience breaks up in smaller groups, each of these discussing one of the debated themes in more detail, thereby understanding what the causes are, and how it can be addressed and resolved in the future. Finally, the session has a plenary closing part, in which analyses and solutions are presented

by the subgroups, and discussed and integrated by a panel consisting of Rob Briner, Katharina Chudzikowski, Jeroen de Jong, Karianne Kalshoven, and Xander Lub in close conjunction with the audience. We are aware that within the time span of one session, it is difficult to establish real changes, and thus the session aims to take the first steps towards changing the future of WOP and setting the agenda for a viable WOP discipline. Potential follow-ups may include a Small Group Meeting on the Future of WOP and networks for supporting changes, as well as writing proposals for special issues on the future of WOP. The intention of the session is to give participants some useful ideas to take home which may be used for the design of future research, but also to build a network of people interested in the development of the future of WOP to jointly develop plans to establish positive change for the future.

**Time line**  
00:00-00:10: Matthijs Bal (University of Lincoln): Welcome and Introduction to the session  
00:10-00:15 Yvonne van Rosenberg (University of Bath): The role and limits of methods  
00:15-00:20 Edina Doci (Vrije Universiteit Brussels) & Tim Vantilborgh: Studying human resources or human beings?  
00:20-00:25 Charissa Freese (University of Tilburg): The Importance of Practice and the Public  
00:25-00:30 Claudia Bernard Oettel (Stockholm University): How about Practice and SJWOP?  
00:30-00:35 Nicky Dries (KU Leuven): What are scientific publications for?  
00:35-00:40 Wrap-up and explanation of the discussion session in smaller groups.  
00:40-01:25 Discussion in smaller groups, moderated by the people above.  
01:25-01:30 Short break  
01:30-02:00 Plenary discussion and panel debate, summarizing solutions, and setting an agenda for the future

**Controversial Perspectives** Each of the presenters will introduce a controversial view of the state of WOP as a scientific discipline, aiming to inspire a real debate rather than reiterating existing views. **Implications for Research/Practice** The session aims to have both research and practical implications. The session will discuss implications for future research for all participants (i.e., how to design and think of future research projects), and more practically how researchers in the field of WOP can join forces and elicit changes in the field and their own universities.

**Expected Audience:** 60 persons We aim for an audience of between 30-60 people.

**References:** Daniels, K. (2016). An editorial in four parts. *European Journal of Work and Organizational Psychology*, 25(3), 329-334.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Ethics and Sustainability***

### ***Ethical issues in Organizational Psychology***

Fr-DEB-11

#### **Can We Put an End to Questionable and Unethical Research Practices? The Role of Editors, Reviewers, and Authors**

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#### **Content: Purpose**

This panel discussion of journal editors will address concerns with the use of questionable and sometimes unethical research practices. We first provide examples of clear unethical research practice and then move on to discussing practices that may be more ambiguous. We then debate some of the institutional factors that may be contributing to authors' uncertainty about and perhaps willingness to engage in questionable research practices. We end by proposing how editors, reviewers, and authors can help educate scholars in our field about which practices undermine scientific advancement of the discipline, which are clearly unacceptable practices, and how we can collectively change such practices.

#### **Controversial Perspectives**

A number of recent editorials raised concerns about the integrity of research in the organizational sciences. Wright (2016) identified two factors that are creating pressure for researchers to engage in unethical practices. First, the promotion and tenure policies at many universities increasingly emphasize quantity over quality, with often high standards for the number of top-tier publications. Second is the increase in the sophistication of methodological and statistical approaches to analyzing data. This makes it more difficult for reviewers to confidently evaluate statistical analyses, and also means authors may be using analyses they may not thoroughly understand. Cortina (2016) argues that authors' approach "to theorizing has drifted away from scientific acceptability." He provides evidence that published research rarely tests existing theoretical frameworks, that replication studies are virtually nonexistent, and researchers increasingly engage in HARKing rather than *a priori* theory testing. Cortina argues that journal standards are largely to blame for this movement towards unscientific use of theory.

#### **Implications for Research**

This panel discussion will help authors reflect on their own research tactics and how well it conforms to scientific methods. Likewise, editors and reviewers of our journals may reflect on the standards to which they are holding authors. Attendees can help educate their colleagues and students by sharing what they learned.

**We expect an audience of 30-60 people.**

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Research methodology***

### ***Research design***

Th-DEB-3

#### **Rigor, transparency, and ongoing education in research methods: Moving our field forward**

T. Köhler<sup>1,\*</sup>, R. S. Landis<sup>2</sup>, J. M. Cortina<sup>3</sup>, V. González-Romá<sup>4</sup>, K. Daniels<sup>5</sup>

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#### **Content: Purpose**

Through the Alliance for Organizational Psychology, representatives from EAWOP, SIOP, and IAAP jointly developed a memorandum of understanding to foster ethical, rigorous, and relevant research. Improving research execution, reporting standards, and reviewing practices were core themes that the memorandum identified. In the current session, the panel members, who are all co-signers of the memorandum, would like to discuss these three issues and potential solutions. We want to engage the audience in an animated discussion about necessary changes and ways forward.

#### **Controversial Perspectives**

Authors rarely provide a fully transparent account of how they conducted their research, and we frequently observe sub-standard (and faulty) execution of research design and methods in journal submissions. This needs to change. In this session, we will suggest ways to improve existing research methods training and introduce future initiatives to make research methods education more widely available. We will also talk about the necessity for reporting standards for qualitative and quantitative research methods to ensure methodological rigor and transparency.

On the flipside, reviewers and editors play a critical role in ensuring that the body of knowledge is methodologically rigorous and appropriate. Although reviewers may have been ‘at the top of their game,’ soon after leaving graduate school, unless they are regularly applying newer techniques or staying abreast of all the latest developments, they may not be proficient with all the statistical analyses reported in papers they are asked to evaluate. We will discuss methods for providing ‘continuing education’ opportunities for reviewers with the goal of enhancing the review process and potentially expanding the pool of qualified reviewers.

#### **Implications for Research/Practice**

Topics revolving around ethical, rigorous, and relevant research should be of interest to attendees across EAWOP’s different topic areas. We will provide implications for improved research methods education and ways to keep abreast of research method innovations as well as concrete advice on reporting standards for research.

**Expected Audience:** 30-60 people

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Occupational and organizational safety***

### ***Risk and safety management***

Sa-DEB-13

#### **The Swedish modell: New regulations about organisational and social work environment**

U. Stoetzer <sup>1,\*</sup>, E. Gunnarsson <sup>1</sup>

<sup>1</sup>Swedish Work Environment Authority, Stockholm, Sweden

#### **Content:** Can the increasing numbers of work stress-related ill health in Europe be reduced by act of legislation?

In Sweden the provisions about organizational and social work environment, came into effect in March 2016. The labor market and working life have changed, as has knowledge about what causes form the basis of work-related ill health in the working life of today. Social and organizational factors are the second most common cause of reported occupational illnesses, after musculoskeletal factors. This concerns about a third of all reported occupational illnesses and is an increase of 70 per cent since 2010 in Sweden. Two of the primary risks for work-related stress to arise are high workload and problems affecting the social interplay at the workplace. Another common cause is related to working hours for example shift work.

The new provisions have been developed in consultation with the labor market partners, and have a focus on preventive work environment management. These regulations clarifies the Swedish Work Environment Act, which is a general legislation, and concretize— as well as supplement – the systematic work environment management that all employers are obliged to carry out. The provisions regulate knowledge requirements, goals, workloads, working hours and victimization.

To prevent workload related stress the employer can act through organizational measures. For example increasing resources in order to carry out the work, or reducing the demands in the work. The employer has the responsibility for that victimization is prevented. A starting point for preventing risks of victimization is that the employer investigates the organizational and social conditions at the workplace.

There will be a great demand for practitioners with the right skills in the field to support employers and also a demand for methods of measurement and interventions that are scientifically tested.

The presentation will shortly describe the background to the provisions. The provisions will then be presented thematically, what they are regulating. Finally there will be a short reflection on experiences of the first year with the provisions.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Ethics and Sustainability**  
**Sustainable development**

Fr-DEB-7

**Young Researchers in Work and Organizational Psychology and UN Sustainable Development Goals**

L. Patras\*

**Content: Purpose** “Sustainable Development Goals” (SDGs) are a set of new goals adopted by the United Nations (UN) addressing some urgent problems of today’s society and drawing attention on the importance of “ensuring healthy lives and promoting well-being for all at all ages”. Work and Organizational (WO) psychology can contribute to the implementations of SDGs in several ways. The purpose of this debate is to explore the perspective of WO young researchers on SDGs, on how their research can be relevant for the implementation of these goals. Moreover, it aims at producing and debating new proposals on how WO psychologists can and should support the SDGs.

**Controversial Perspective** Since the approval of SDGs, there is an increasing effort of different associations in WO psychology to engage with the international development community. For instance, International Association of Applied Psychology and Society for Industrial and Organizational Psychology are both actively represented at the UN by a group of experts who are working on addressing SDGs challenges. Moreover, they created programs such as “UN Global Compact”, an initiative for businesses that take actions towards the SDGs.

In general, WO psychologists have developed theories, research and practice that empower them to help advance the SDGs. Specifically, in the literature, the WO psychology is relevant to SDGs because of four issues: goal-setting, working conditions, effectiveness and productivity and worker well-being.

However, there is the need of more specific ideas of actions for young WO researchers and professionals that will enable them to align their professional interests and objectives with the SDGs.

**Implications** The implications are related to raising awareness and proposing solutions on the implementation of SDGs from young WO researchers’ perspective. Debating possible directions of action on promoting a healthy life and wellbeing for all, stimulates the engagement and commitment of the participants. Creative solutions towards the implementation of the SDG can also be found and explored. Lastly, it creates an open space for discussion on further collaborations and joint projects intended to increase the impact of WO psychology through the SDG.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Technology, work-design and human-machine-systems***

***Work system design***

Fr-DEB-9

**Socio-Technical Systems Thinking: An idea of the past or fit for today's challenges?**

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**Content:** This debate will question if Socio-Technical Systems Thinking (STST) is still relevant to organizational psychology and contemporary business problems. Despite its long pedigree within organizational psychology and success of ideas such as worker control and semi-autonomous workgroups, the approach has fallen out of favour. The discussion aims to draw on the panel's different perspectives and practical expertise in applying STST to spark debate regarding strengths and limitations, in addition to ideas for refining existing principles. Ultimately, we pose the question; is STST still relevant today?

Drawing on their own research, panellists will be asked to support or rebuff the assertion that STST, in its current form, is too vague to be useful and/or too idealistic to be accepted by managers or designers. They will reflect on the utility of an approach that has been criticised for providing more hindsight than foresight in relation to issues such as technology design or accident causation. Panellists will consider whether the argument that STST has failed to deliver impact within practice is a result of deficiencies in theory or due to failings by those who have sought to apply it.

The discussion will help extend both research and practice by providing a critique of STST principles and methods and, subsequently, prompting discussion around extensions and refinements to address shortcomings. Panellists will present examples from their own research (e.g., technology implementation, business models, crowd management, sustainability, job design), to illustrate new problems that STST may be able to help address. The discussion should engage those familiar with STST as well as introducing some of the underlying concepts to those new to the approach. The issues raised and ideas proposed could be carried forward by audience members, either through research, or implemented through new initiatives within their workplaces. Ultimately, it is hoped that the panel discussion will reignite interest in STST and help develop it into an approach fit for today's problems.

Expected audience: 20–30 people. Format: 10minute introduction; 55mins facilitated discussion; 10mins panellist closing remarks; 15mins audience questions.

**Disclosure of Interest:** None Declared

**Keywords:** None

# Symposia

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Fr-SYM-2024-5

**Theoretical foundations of shared leadership: Power-Dependency Theory**

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**Main Abstract Content: State of the Art**

As informal forms of leadership gain in scientific interest, empirical work on shared leadership continues to grow. To date, research has shown empirical support for positive effects of shared leadership on team performance and other relevant such as affective states like trust. However, with a few notable exceptions, work on shared leadership lacks a theoretical foundation.

**New Perspectives/Contributions**

Inspired by earlier work by Aime and colleagues, we use Emerson's power-dependency theory to examine the shifting of informal leadership within teams. More precisely, we consider power differences between team members and the mechanisms they employ to balance power. We develop propositions regarding variables that may influence the shifting of power from one team member to another and the expression of leadership by team members. We propose that first, knowledge differences between team members lead to perceptible power differences between them. Second, whether or not these power differences will be used to lead other team members successfully depends on team members' willingness (political will) and ability (political skill).

**Research/Practical Implications**

Our considerations suggest that increased power differences between team members might be important for the emergence of shared leadership. Furthermore, we provide propositions for empirical testing.

**Originality/Value**

Theory on shared leadership is underdeveloped. We propose a theoretical perspective on the emergence of shared leadership, which can be used to guide future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-SYM-532-5

**Igniting the passion for leadership: A dualistic model for scale development and testing**

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**Main Abstract Content:** Organizational scholars have long been interested in the topic of organizational leadership, with hundreds of new studies published each year (Barling, 2014). While most of this research has focused on the consequences of leadership, less is known on why these effects take place. One antecedent in particular, passion – a strong inclination toward a self-defining activity that one loves, finds important, and in which one invests a significant amount of time and energy (Vallerand et al., 2003) – may itself provide an explanatory function. Specifically, we introduce the construct of passion for leadership and build and refine an instrument to measure the construct. In doing so, we propose the dualistic model of passion (Vallerand et al., 2003) as a conceptual basis for understanding passion for leadership and provide initial evidence of its psychometric properties and nomological network. The results stem from seven independent samples and include a total of 988 participants from diverse professions. Together, these findings extend passion theory to the leadership context, contribute new knowledge about the nature of passion for leadership, and provide a reliable and valid measure that can be used as a basis for future studies.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-SYM-532-4

**Daytime sleepiness mediates the effects of leaders' ADHD on laissez-faire leadership.**

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**Main Abstract Content:** ADHD affects millions of individuals. The American Psychiatric Association (1994) defines attention deficit/hyperactivity disorder (ADHD) as a persistent pattern of inattention or hyperactivity that tends to be more severe or frequent than peers at similar levels of development. In the adult population ADHD affects about 4% of individuals. Yet little research exists on how ADHD affects individuals at work and even less research exists on how ADHD affects leadership. ADHD is known to negatively impact nighttime sleep and lead to daytime sleepiness. Therefore we explored whether ADHD affects laissez faire leadership behaviors through daytime sleepiness.

To do so, a sample of leaders and their followers were recruited in North America using Study Response. 98 pairs of leaders and direct reports completed online questionnaires. Leaders rated their ADHD and daytime sleepiness; followers rated their leaders' laissez faire leadership behaviors. Results showed that ADHD was related to laissez faire leadership through daytime sleepiness. This study demonstrates how adult ADHD impacts leadership behavior, thereby contributing to our understanding of the antecedents of laissez faire leadership. This is one of the first studies examining how ADHD affects leadership behaviors and a mechanism through which it has its effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-SYM-532-2

**New directions of virtuous leadership: Bridging leader character and well-being**

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**Main Abstract Content:** Character, competence, and commitment are the pillars that support virtuous leadership. However, although much is known about the nature of competence and commitment, and how they relate to positive outcomes for leaders, followers, and their organizations, less is known about the nature and consequences of leaders' character and virtues. Thus, exploring leader character opens new research directions for those interested in a leadership that not only go "above and beyond expectations". Building on the foundational work of Peterson and Seligman, theory on leader character has steadily accumulated to the point that several integrative frameworks now exist. Hence, the time is right to explore how leader character relates to positive outcomes such as subjective well-being. To do so, we combined confirmatory factor analyses (CFA) with a ground-breaking analytical technique based on network theory. Hence, this work (a) provides further evidence of the construct validity Leader character model proposed by Seijts, Crossan, Reno and Gandz (2015), and (b) present initial evidence on how leader character relates to positive outcomes. CFA results show that an 11-factor model has the best fit to our data in a sample of 497 employees. We then matched those employees with their supervisors to form 197 leader-follower dyads and construct a partial correlation network connecting leader character dimensions with a myriad of well-being constructs. Finally, we conducted an exponential random Graph model analyses to explore if the relations between leader character dimensions and subjective well-being criteria conform a coherent, connected network.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-SYM-532-1

**New directions in leadership research: Extending our understanding of the antecedents and consequences of leadership**

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**Main Abstract Content:** The goal of this scientific symposium is to showcase cutting edge leadership research. This symposium consists of four distinct empirical studies that examine the new and exciting topics within the leadership realm, and extend our understanding of the antecedents and consequences of leadership.

The first study examines how a cognitive disability, namely adult ADHD, affects laissez-faire leadership, an under researched topic. Specifically, this study explores how daytime sleepiness mediates the effects of leaders' ADHD on laissez faire leadership behaviors.

The second study explores the nature and consequences of leaders' character. Character, competence, and commitment are the pillars that support virtuous leadership. Although much is known about the nature and consequences of competence and commitment, less is known about leader character. This study provides initial evidence on how leader character predicts positive organizational outcomes.

The third study investigates the relationship between transformational leadership behaviors, group potency, and leaders' psychological well-being, and how these constructs predict group members' job satisfaction, trust in the supervisor, and turnover intentions through changes in positive group affective tone.

The final study introduces the construct of passion for leadership. Passion reflects a strong inclination toward a self-defining activity that one loves, finds important, and in which one invests a significant amount of time and energy. This research extends passion theory to the leadership context and presents a reliable and valid measure of passion for leadership.

Comments from the discussant will follow. These studies demonstrate diverse and innovative leadership research, and where it is heading in the future.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Antecedents of constructive/destructive leadership*

Th-SYM-877-4

**When the Dark Ones Gain Power: Perceived Position Power Strengthens the Effect of Supervisor Machiavellianism on Abusive Supervision in Work Teams**

B. Wisse <sup>1,2,\*</sup>, E. Sleebos <sup>3</sup>

<sup>1</sup>Durham University, Durham, United Kingdom, <sup>2</sup>University of Groningen, Groningen, <sup>3</sup>VU University, Amsterdam, Netherlands

**Main Abstract Content: Purpose:** With this research, we aim to add insight to our understanding of how supervisors' Dark Traits affects their behavior towards team members. Moreover, we hope to provide more insight into factors that potentially amplify or attenuate the destructive influence of Dark Triad traits at work.

**Design/Methodology:** Data were collected in 225 teams from over 200 organizations across various industries. In each team, data were collected from both supervisors and their subordinates.

**Results:** Firstly, we found a positive relationship between supervisor Machiavellianism and employee ratings of abusive supervision. Secondly, we found that this relationship was stronger when supervisors perceived themselves to have more position power. Thirdly, we found that supervisor narcissism and psychopathy were not significantly related to abusive supervision in the team.

**Limitations:** We used the Dirty Dozen scale to measure the Dark Traits. However, the measure is sometimes criticized, specifically where the measurement of psychopathy is concerned.

**Research/Practical Implications:** We found that organizations may want to be cautious when hiring (or promoting) highly Machiavellian supervisors into positions that grant them more power.

**Originality/Value:** We need to know more about factors that can amplify or attenuate the destructive influence that those scoring high on Dark Triad traits can have in organizations. This study points towards power as such a factor. Studies about the Dark Traits seldomly use team data.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-SYM-877-5

**Showing One's True Colors: Trait Activation and Leader Machiavellianism, a Moderated Mediation Model Explaining Follower OCB**

A. de Hoogh <sup>1,\*</sup>, D. den Hartog <sup>1</sup>, F. Belschak <sup>1</sup>

<sup>1</sup>University of Amsterdam, Amsterdam, Netherlands

**Main Abstract Content: Purpose:** Machiavellian (Mach) leaders' tendency to manipulate others for their own purpose is argued to negatively affect followers and organizations. Yet, scholars also note that Machs often don't show Mach behaviors. We thus expect that leader Mach inhibits follower OCB only to the extent that it leads to the open expression of Mach behavior. We further propose that the manifestation of Mach trait-relevant behavior depends upon the climate of the organization. An exploitative climate offers relevant cues for Mach trait expression; a low rules climate similarly favors Mach expression by allowing room for manipulation.

**Design/Methodology:** To test our moderated mediation model, we conducted a multi-source survey field study among 232 leader-follower dyads working in different companies and industries.

**Results:** As expected, both for a high exploitative climate or low rules climate, leader Machiavellianism is positively related to leader Mach behavior, and leader Mach behavior, in turn, is negatively related to subordinate OCB. However, when the exploitative climate is low or the rules climate is high, there is no indirect negative effect of leader Machiavellianism on follower OCB through leader Mach behavior.

**Limitations:** Cross-sectional design.

**Research/Practical Implications:** We show that leader Mach is only detrimental if leading to Mach behavior. Organizations should thus strive to limit Mach trait expression by reducing room for and acceptance of Mach behaviors and ensuring that there are clear rules and regulations for leaders.

**Originality/Value:** Our findings show that the organizational climate is critical for the expression of leader Mach and related negative consequences.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Antecedents of constructive/destructive leadership*

Th-SYM-877-6

**When Narcissistic Leaders Go Social: Consequences for Employee Trust and Silence**

B. Schreurs<sup>1,\*</sup>, J. Jawahar<sup>2</sup>, M. Hamstra<sup>1</sup>, H. Günter<sup>1</sup>

<sup>1</sup>Maastricht University, Maastricht, Netherlands, <sup>2</sup>Illinois State University, Normal, United States

**Main Abstract Content: Purpose:** Employees remain silent when leaders fail to garner trust and support. Narcissistic leaders, thus, should be unlikely to ever break the silence among their followers. Here, we question such universal claims. Specifically, we suggest that narcissistic leaders who are also politically skilled may garner employee trust and, thus, employee voice.

**Design/Methodology:** Dyadic survey data were collected from 81 leader-follower pairs. Moderated mediation analysis was carried out using PROCESS.

**Results:** Results show that narcissism had an indirect positive effect on silence via trust. Contrary to expectations, the positive effects of narcissism on silence via trust were more (rather than less) pronounced for politically skilled leaders. Post-hoc analyses revealed that only apparent sincerity, one of the four dimensions of political skill, was able to mitigate the detrimental effect of narcissism.

**Limitations:** Cross-sectional design.

**Research/Practical Implications:** The generalizability of the findings may be limited by the small sample size. Also, mechanisms other than trust may explain the effects of narcissism on silence.

**Originality/Value:** This study responds to calls for research on the relationship between leadership and employee silence, and is the first to demonstrate that for narcissistic leaders being politically skilled may even be a disadvantage.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-SYM-877-1

**How Are the Dark Ones Doing at Work? Uncovering Mechanisms and Moderators of the Outcomes of Machiavellianism, Narcissism, and Psychopathy**

M. Hamstra <sup>1</sup>, S. Sanders <sup>2,\*</sup>

<sup>1</sup>Maastricht University, Maastricht, <sup>2</sup>University of Groningen, Groningen, Netherlands

**Main Abstract Content: State of the art:** Dark traits (in particular referring to Machiavellianism, narcissism, and psychopathy) and their impact on workplace outcomes has received increasing attention from organizational scholars. However, the state of the art of this literature has remained relatively restricted to correlations between these traits and certain outcomes. As such, our knowledge is limited in terms of *why* (mechanisms) and *when* (moderators) these three dark traits do or do not lead to detrimental outcomes, or whether there are conditions under which they could even have beneficial outcomes.

**New perspectives/contributions:** The proposed symposium hosts six interrelated contributions that provide an important impetus in dark trait work and organizational psychology by moving toward a fuller understanding of these mechanisms and conditions. For each of the three traits, two projects are included from a combination of developing and established dark trait researchers.

**Research/practical implications:** This symposium advances dark trait theory by presenting novel research that addresses the mechanisms underlying their effects and the conditions under which these effects occur. Practically, mechanisms can point out what to look for in identifying the dark ones at work, as well as pointing out where to possibly intervene to mitigate consequences, while conditions shed light on what can be done to prevent the dark traits from being shown, to also combat their effects, and, perhaps even, to channel their influence for the good of the organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-SYM-877-2

**No Emotions or Negative Emotions? Leader Psychopathy is Positively Associated with Abusive Supervision via Other-Directed Negative Emotions**

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<sup>1</sup>University of Groningen, Groningen, Netherlands, <sup>2</sup>Durham University, Durham, United Kingdom

**Main Abstract Content: Purpose:** Those scoring high on psychopathic traits cannot only be found in prison but also in the work place. Although it has been suggested that those scoring high on psychopathy are unemotional, in the present research we argue that these people are not necessarily unemotional but even experience certain emotions more intensely. Specifically, we argue that leader psychopathy is positively associated with experiencing negative other-directed emotions (i.e., contempt, anger, disgust), and that this, in turn, is positively associated with abusive supervision and its downstream consequences.

**Design/Methodology:** Two studies were conducted. Study 1 employed a multilevel design. Self-reported psychopathy and (generally) experienced negative other-directed emotions were measured at the teacher level, and perceptions of abusive supervision were measured at the student level. Study 2 was carried out amongst leader-subordinate pairs. The set-up was largely identical to the first study, but this time subordinate-targeted negative emotions were assessed and downstream negative consequences of abusive supervision such as reduced job satisfaction were measured.

**Results:** Both studies provided support for the notion that leader psychopathy is positively associated with abusive supervision via negative other-directed emotions.

**Limitations:** Both studies used a correlational design.

**Research/Practical Implications:** Our findings suggest that it might be valuable to screen for psychopathic traits in the hiring process and to reduce 'psychopathic' leaders' experience of negative other-directed emotions.

**Originality/Value:** Psychopathy has been equated with being unemotional. The present research shows that leaders scoring high on psychopathy are not necessarily unemotional, but are more likely to experience negative other-directed emotions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-SYM-877-3

**Psychopathy in Teams: Do Others Realize They Are Being Manipulated?**

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**Main Abstract Content: Purpose:** Psychopaths desire money, status, and power, and go to any means necessary to attain these (they are self-serving, opportunistic, ruthless, and manipulative). Because organizational leadership positions provide easy access to psychopaths' desired outcomes, psychopathy has been presented as a major threat to effective and ethical organizational functioning. Yet, psychopaths obviously do not start out as top managers and we wondered how psychopaths' path to the top looks. Particularly, we sought to determine whether other people in teams detect psychopaths' manipulation.

**Design/Methodology:** Study 1 was conducted in an existing team context. Outcomes were rated by teams' leaders. Study 2 was conducted in the laboratory with three person groups who conducted a desert-survival problem solving task, imbued with a competitive structure. Outcomes were measured through self-ratings, other-ratings, and unobtrusive observations.

**Results:** Psychopathy predicted self-ratings and observational indicators, but not others' ratings of manipulateness. Both studies, nevertheless, showed indications that there were detrimental consequences as a function of a team member's psychopathy, indicating that 'something' about psychopathy was indeed being (consciously or nonconsciously) experienced.

**Limitations:** While the studies examined real teams, participants were students, not employees, potentially limiting generalizability.

**Research/Practical Implications:** Manipulateness was not detected by team members, suggesting that the consequences of psychopathy in organizations may be more extensive than has so far been discussed. Future research is necessary to determine how organizations can identify psychopaths more successfully.

**Originality/Value:** Since psychopathy research in work and organizational psychology has focused on leadership, this is the first research to examine psychopathy within teams.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Th-SYM-877-7

#### **A Perfect Match: Narcissists Work Well with Those Who Need Structure**

B. Nevicka <sup>1,\*</sup>, F. ten Velden <sup>1</sup>, M. Baas <sup>1</sup>

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**Main Abstract Content: Purpose:** Narcissists possess maladaptive interpersonal characteristics (lack of empathy, aggression) yet also exhibit characteristics associated with leadership (e.g., dominance, confidence). While their dominance and overconfidence is often detrimental in contexts that involve egalitarian information-sharing in groups, it may sometimes be beneficial, for example during unstructured tasks. We investigated narcissists' functioning in teams involved in unstructured brainstorming, taking into account fellow team members' personal need for structure (PNS).

**Design/Methodology:** We report four studies. Study 1-2 measured perceptions of prospective group members' high versus low PNS (S1) or high versus low narcissism (S2) profiles, while measuring participants' narcissism (S1) or PNS (S2). Studies 3-4 involved group brainstorming tasks, and assessed members' narcissism and PNS, and group creativity and members' perceptions as outcome measures.

**Results:** Results showed that highly narcissistic individuals prefer group members with high (versus low) PNS, who, in turn, prefer high (versus low) narcissistic group members. Additionally, a match between a highly narcissistic group member and two group members with high PNS led to more group creativity.

**Limitations:** While findings were consistent across four studies, team members interacted for only a short period.

**Research/Practical Implications:** Results showed that narcissists function well with team members with high PNS. This team-level combination of personalities positively affects team performance on unstructured tasks.

**Originality/Value:** This is the first work to examine how group composition involving high narcissism affects group performance. We show that narcissists can actually work well with certain team members and that by providing structure they help improve group performance.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Conflict in organizations*  
*Bullying and harassment*

Th-SYM-655-1

**NEW ADVANCEMENTS IN WORKPLACE BULLYING, PART 1: Insights in factors leading to workplace bullying**

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**Main Abstract Content: State of the Art:** The work environment hypothesis (Leymann, 1996) defines the psychosocial work environment as the primary cause of workplace bullying. Many empirical studies supported this idea: existing reviews and meta-analyses revealed various characteristics of the job (e.g. workload), of the team (e.g. interpersonal conflicts) and of the organizational context (e.g. leadership style) as risk factors for workplace bullying. However, more precise knowledge on how and why these factors lead to bullying is still lacking. Additionally, while the knowledge on the antecedents of bullying victimization has been growing, still very little is known about the drivers of workplace bullying enactment as a perpetrator.

**New Perspectives/Contributions:** In reply, this symposium presents innovative studies in which new explanatory processes for workplace bullying are investigated (i.e. coping strategies together with self-efficacy, intraunit justice climate in relation to transformational leadership and workload in relation to organizational change and psychological strain). In addition, not only factors leading to bullying victimization, but also factors leading to perpetration are explored (i.e. conflict management styles and person-environment fit).

**Research/Practical implications:** The results from different studies add to our understanding of the processes leading to the emergence of workplace bullying, both for victims and perpetrators. Furthermore, they spark interest into further research regarding the antecedents of this phenomenon. Lastly, they offer guidance to practitioners in preventing this negative behavior from occurring.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Bullying and harassment***

Th-SYM-655-6

#### **Conflict frequency as predictor of negative acts and being a target or perpetrator of bullying two years later.**

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#### **Main Abstract Content: Purpose**

To investigate the association between conflict frequency and bullying at T1 and T2, moderation of individual conflict management styles and mediation of negative acts.

#### **Methodology**

Data from the Workplace Bullying and Harassment cohort (2006-2008) were analysed cross-sectionally (n=3363) and longitudinally (n=1664). Measures: conflict frequency; three individual conflict management styles (Active-Constructive, Active-Destructive and Passive-Avoiding); the Negative Acts Questionnaire; being a target or perpetrator of bullying. All analyses were adjusted for gender, age, workplace fairness and supervisor's conflict solving abilities.

#### **Results**

Cross-sectional findings: Higher conflict frequency was significantly associated with more negative acts and a higher risk of being a target or perpetrator. Among those higher in Passive-Avoidant conflict management style, there was a stronger association of conflict frequency with both negative acts and being a target or perpetrator.

Longitudinal findings: Higher conflict frequency (T1) was associated with more negative acts ( $\beta=0.23$ ,  $p<.001$ ) and higher risk of being a target ( $\beta=0.13$ ,  $p<.001$ ) or perpetrator ( $\beta=0.11$ ,  $p<.001$ ) (T2). Passive-Avoidant conflict management style enhanced the association between conflicts and being a target of bullying ( $\beta=0.18$ ,  $p<.01$ ). The association between conflicts (T1) and being target or perpetrator (T2) was mediated by negative acts (T1).

#### **Limitations**

The associations were significant only in the cross-sectional analyses and in longitudinal analyses not adjusted for baseline levels of the outcome: Inferences about causality should be cautious.

#### **Practical implications**

Implementation of conflict management strategies should focus on the Active-Constructive style.

**Value:** This is the first study testing 2-year associations between conflicts and bullying with negative acts as a mediator.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Th-SYM-655-5

**Interactional intraunit justice climate and transformational leadership: A substitution or complementary effect on bullying?**

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**Main Abstract Content: Purpose:** The purpose of the current study were to examine the relationships between work-unit interactional justice climate (IJC) and transformational leadership (TFL) and workplace bullying (WB), as well as to test our theory that transformational leadership substitutes for a high interactional justice climate in terms of ensuring relatively low levels of individual bullying.

**Methodology:** The sample used to test the hypotheses consisted of 76 work-units drawn from a wide range of organizations in Spain. In each unit, all responding employees reported to the same leader. We estimated cross-level relationships between individual-level bullying and our two work unit-level variables. The analyses assess the proportion of variance in individual-level bullying experiences explained by unit-level interactional justice climate, transformational leadership, and their interaction.

**Results:** The results showed that the between-unit variation in IJC predicted within-unit variation in WB (individual experiences). Furthermore, consistent with substitution moderation, work groups in which members feel well treated either by their colleagues or who are engaged by transformational leaders were less likely to experience incidents of bullying.

**Practical Implications:** TFL can obviate the need for active intervention in units with potentially toxic peer environments.

**Limitations:** Our data were cross-sectional, and therefore one cannot draw conclusions about causal relationships based strictly on the analyses.

**Originality:** The findings from this cross-level study give further scope to the antecedents of bullying that operate at the work unit level.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Bullying and harassment***

Th-SYM-1022-4

**The effects of bullying beyond the workplace: A multi-source daily diary study**

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**Main Abstract Content: Purpose:** In this study we examine the effect of exposure to workplace bullying behaviours on family domain outcomes (i.e., conflicts with partner and relationship satisfaction). Moreover, we aim to explore whether psychological detachment and affective distress mediate this relationship.

**Design/Methodology:** We used a daily diary design and collected data from 68 employees during 5 consecutive working days twice a day (N occasions = 340). We collected both self- and spouse-report of home domain outcomes.

**Results:** Multilevel analyses showed that daily workplace bullying positively predicted both self-report and spouse-report conflicts at home, and daily psychological detachment mediated this relationship. In case of daily affective distress, it was the mediator only for self-report conflicts at home. Further, it was found an indirect effect of both affective distress and detachment on the relationship between bullying and self-report relationship satisfaction. Detachment also showed an indirect role for the above-mentioned relationship reported by spouse.

**Limitations:** This study does include self-report information of employee, but to minimize potential bias due to CMV, we collected also include spouse' information. Also, we assessed relationship satisfaction using a single-item measure.

**Research/Practical implications:** Our findings demonstrate that there are useful strategies that employees may use on a daily basis to avoid the negative impact of workplace bullying (e.g., psychological detachment).

**Originality/Value:** To our knowledge, this is one of the first studies in showing that the negative effects of workplace bullying go beyond the employee, and interferes with the non-work domain.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Conflict in organizations*  
*Bullying and harassment*

Th-SYM-655-3

**Is it stress or is it conflict? Investigating the explanatory path between misfit and being a target versus a perpetrator of workplace bullying**

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**Main Abstract Content: Purpose:** This study investigates how employees' perceptions on how they fit within their work environment relate to being a target as well as a perpetrator of workplace bullying. Inspired by the Person-Environment Fit framework, we hypothesize a negative indirect effect of person-job (PJ), person-group (PG) and person-organization (PO) fit on workplace bullying through strain and conflict. Moreover, we assume that the explanatory path (i.e. mediation) for targets is dominated by strain while that of the perpetrator is dominated by interpersonal conflict.

**Design/Methodology:** These assumptions were tested by means of a sample of 4838 Belgian employees from two different sectors.

**Results:** Preliminary results confirmed all hypotheses, using multiple mediator structural equation modeling (Mplus 6.11).

**Limitations:** In the current stage, the hypotheses were tested in a cross-sectional design that could not account for temporal relations between the variables. In the future, longitudinal data is collected.

**Research/Practical Implications:** First, these results underline the importance of thorough personnel selection – the right employee in the right job, team and organization - in preventing workplace bullying. Moreover, it adds to theorizing by showing that targets are mostly 'molded' through a stress process, while perpetrators seem to be triggered through a conflict process.

**Originality/Value:** This study is the first to combine Person-Environment Fit Theory and workplace bullying literature as well as the first to evaluate both a stress- and conflict path from the antecedent towards workplace bullying.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Conflict in organizations*  
*Bullying and harassment*

Th-SYM-1022-1

**NEW ADVANCEMENTS IN WORKPLACE BULLYING, PART 2: Insights in workplace cyberbullying and outcomes of workplace bullying**

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**Main Abstract Content: State of the Art:** Over the last decades, work and organisational scholars have increasingly investigated the aspect of workplace bullying. Bullying has become an important topic for societies and organisations as studies showed its detrimental impact on employees' health, well-being and work attitudes. To date, workplace bullying is generally studied from a 'face-to-face' perspective.

**New Perspectives/Contributions:** This symposium aims to add to existing knowledge regarding the phenomenon and the consequences of bullying. First, bullying is not to be regarded as limited to face-to-face contact, but could also be experienced or enacted online. Second, more advanced studies shed new light on the conditions for negative outcomes (i.e. legislation, power imbalance) and on very scarcely investigated third parties impacted by the bullying (i.e. bystanders and family). These new avenues in bullying research are presented through the various studies that are part of this symposium.

**Research/Practical implications:** This symposium expands the workplace bullying literature by (1) exploring a recently new phenomenon, called workplace cyberbullying, and (2) investigating relatively new outcomes of workplace bullying. These new insights add to a throughout knowledge about the phenomenon, and offer leads to practitioners in preventing its negative impact.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Th-SYM-655-2

**An intervention study on workplace bullying: investigating the impact of an online intervention on coping strategies, self-efficacy and bullying**

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**Main Abstract Content: Purpose:** Workplace bullying scholars have repeatedly underlined the need to address risk factors for bullying by conducting intervention studies. Given that previous studies showed an important role of coping strategies in becoming a target of bullying, we developed an online intervention that teaches employees efficient coping strategies. In this study, we investigate the impact of this online intervention on coping strategies, self-efficacy, and workplace bullying. We hypothesize that the intervention will: (1) decrease the use of emotion-focused coping strategies, (2) increase employees' self-efficacy, and (3) reduce exposure to workplace bullying.

**Design/Methodology:** We are currently collecting data in nine different organisations (N = 12.791). Inspired by the format of a cross-over design, we designed two experimental groups and one control group. Employees are contacted three times over a period of eight months (time lag of four months) to complete either an online questionnaire or either the online intervention. Multi-level analyses will be performed to test the hypotheses.

**Results:** The results will be presented during the symposium.

**Limitations:** Common method bias could overestimate the results due to the use of self-reported measures.

**Research/practical implications:** Besides addressing theoretical calls in the field, our results may hold valuable leads for practice: by investigating the effect of the online intervention, organizations may be inspired to implement similar interventions.

**Originality/Value:** Intervention studies in the domain of workplace bullying are scarce. To our knowledge, this is the first study that investigates an online intervention to train coping strategies in view of the prevention of workplace bullying.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Bullying and harassment***

Th-SYM-1022-3

**The link between cyber-ostracism, bullying, and life satisfaction**

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**Main Abstract Content:** Purpose: The study investigated the link between cyber ostracism, bullying, and life satisfaction. A fourth variable investigated is cyber rumination.

Design/Methodology: A web survey was carried out. The sample comprised of 839 respondents, with the age range 16-25 years (73 % women). Most of the participants were students, but with part time jobs in addition to their studies.

Results: Bullying, be it in school, in working life or in the social media, was found to correlate negatively with life satisfaction (Pearson's  $r$  correlations). Using structural equation modelling, good fit was obtained in a model assuming that bullying, cyber ostracism and cyber rumination all predicted life satisfaction with direct effects, and with a mediating effect between cyber rumination and cyber ostracism. Cyber ostracism acted as a stronger predictor than general bullying among young people in predicting satisfaction with life. This type of ostracism may constitute a more widespread phenomenon than general bullying in the age of internet, especially among young people.

Limitations:

The study is cross-sectional and explorative, with the limitations that are embedded within this type of design.

Research/Practical implications: Our research findings indicate that cyber ostracism deserves more research attention in future studies. It should be regarded as an important new type of social stress.

Originality/Value:

Very first study that investigate the link between cyber ostracism, cyber rumination, and life satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Conflict in organizations**  
**Bullying and harassment**

Th-SYM-655-4

**A two-wave study on workplace bullying after organizational change: a moderated mediation analysis**

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**Main Abstract Content:** *Purpose.* Negative outcomes of organizational change, such as workload and psychological strain, may play a role in the escalation of workplace bullying. The present longitudinal study aimed at examining the mediating effect of psychological strain in the relationship between workload and workplace bullying. Additionally, it examined whether the postulated mediation was moderated by the experience of organizational change processes.

*Design/Methodology.* Data were available for 141 university employees (65.2% females). The moderating role of organizational change was tested through the Structural Equation Modeling with multi-group method by including in the analysis two groups of employees of the same organization: a group of employees who directly experienced organizational change (e.g. change of job tasks and supervisor) and a group of employees of the same organization who were not involved in organizational change.

*Results.* Bootstrap test of the indirect effects provided evidence of a mediating effect of strain in the relationship between workload and workplace bullying in the group of employees who directly experienced the organizational change process.

*Limitations.* The study adopted only the target perspective of workplace bullying, whereas also the perpetrator perspective would be necessary to obtain a more complete picture. Moreover, the adopted three-year time lag might have not effectively matched the underlying causal mechanism.

*Research/Practical implications.* Managers should avoid high levels of workload for employees by carefully designing the reengineering process.

*Originality/Value.* Although sound theoretical basis support these relationships, this constitutes one of the first comprehensive empirical studies including them.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Conflict in organizations*  
*Bullying and harassment*

Th-SYM-1022-2

**Letting off steam online: A longitudinal analysis of the Emotion Reaction model of workplace cyberbullying**

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**Main Abstract Content: Purpose:** The introduction of new technologies at work broadens the scope of bullying behaviour to the online context, creating opportunity for a new form of bullying to arise – that is, workplace cyberbullying. Some recent evidence provides support for the existence of this behaviour within organizations (e.g. Brack & Caltabiano, 2014; Farley et al., 2015). In order to understand its occurrence, we developed an Emotion Reaction model of workplace cyberbullying (Vranjes, Baillien, Vandebosch, Erreygers, & De Witte, 2015). In this study, the main hypotheses of this model are tested. That is, it is tested whether discrete emotions evoked by workplace stressors fuel cyberbullying behaviour and whether applying emotion regulation strategies modifies this relationship.

**Design/Methodology:** We collected longitudinal, three-wave data from a large sample of mainly governmental institutions. On this sample, we perform structural equation modelling using MPlus version 7.4.

**Results:** The preliminary findings support the main propositions of the Emotion Reaction model.

**Limitations:** Given that our sample is dominated by the public sector, this limits the generalizability of our findings. In addition, the low occurrence of cyberbullying behaviour constrained the variability in our data and the power of our analyses.

**Research/practical implications:** These findings suggest that emotions in the workplace and emotion regulation can play an important role in the process leading to workplace cyberbullying.

**Originality/Value:** This study expands the literature on workplace bullying by investigating the underexplored phenomenon of workplace cyberbullying. Furthermore, this study explores both (a) processes leading to cyberbullying victimization and (b) cyberbullying perpetration.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Th-SYM-1022-5

**Legislation as problem-focused coping in workplace bullying: Indo-Dutch perspectives**

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**Main Abstract Content:**

**Purpose:** Legislation is believed to facilitate targets' problem-focused coping in workplace bullying, opening up avenues beyond emotion-focused coping that is involuntarily relied upon. By ascertaining the veracity of this claim in the Netherlands whose Working Conditions Act/Arbowet is among the first workplace bullying legislation worldwide, we seek to propose a similar framework for India where such a law is absent despite widespread prevalence of the phenomenon.

**Design/Methodology:** A qualitative inquiry is being conducted with Dutch and Indian key informants (lawyers, academics/experts, unionists, labour commissioners/inspectors, HR managers, OHS personnel, confidential counsellors) and Dutch targets. Key informants' interviews focus on the relevance and (potential) effectiveness of the legislation. Targets' interviews, rooted in van Manen's hermeneutic phenomenology, capture subjective experiences with the law. Snowball sampling, guided by saturation, thematic analyses and theoretical generalizability inform the study.

**Results:** Dutch key informants highlight the implementation, strengths and challenges associated with the Arbowet, providing bases for developing a sound framework for India. Indian key informants express concerns about the execution of such a legislation, given the sociocultural context. Dutch targets' interviews are ongoing.

**Limitations:** Significant differences in the Dutch and Indian cultural and economic environment could impede the application of the findings.

**Research/Practical implications:** Dutch stakeholders gain insights into the Arbowet while Indian stakeholders benefit from recommendations for a legal framework addressing workplace bullying.

**Originality/value:** Apart from expanding existing problem-focused coping strategies pertinent in workplace bullying situations, understanding targets' experiences with legislation in general and in the Netherlands in particular and propounding a legal framework for India are important contributions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Th-SYM-1022-6

**The effects of workplace bullying on bystanders: Witnessing bullying as a violation of the psychological contract?**

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**Main Abstract Content:** Purpose: This paper aims to analyze the effects of witnessing workplace bullying on employee attitudes and well-being. Secondly, this study seeks to extend our understanding of witnessing bullying by also studying a possible mechanism, violation of the psychological contract, that may possibly explain why witnessing bullying results in negative outcomes for bystanders.

Design/methodology: The paper draws on two survey studies conducted in Belgium (n =1,473) and Finland (n=1,148).

Findings: The results show that witnessing bullying affects work-related attitudes, even when controlling for own experiences of bullying. Furthermore, the study finds support for the role of psychological contract violation in explaining this relationship between witnessing and decreased employee attitudes. In contrast, the study found only little support for a relationship between witnessing bullying and stress-related outcomes.

Limitations: The study used cross-sectional data.

Implications: The results demonstrate that bullying has effects beyond the target-perpetrator relationship and thereby further highlights the need for organizational action to combat bullying.

Originality/value: Although many witnesses have experiences of being subject to bullying themselves, too, this is seldom controlled for in studies, thus possibly overestimating the negative effects of witnessing. This study shows that workplace bullying can have detrimental effects on employee attitudes even when own exposure is controlled for. Furthermore, this study provides insights into the mechanisms that explain why witnessing bullying can have such detrimental effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

Th-SYM-1027-4

**Adjustment processes for “different” newcomers – alternative resource-gain paths**

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**Main Abstract Content:** *Purpose.* Organisations hire new employees to replace staff leaving, but also for the novel perspectives they may bring. Yet for the newcomer, adjusting to a new organisation and role is stressful, even more so if the newcomer innovates. Based on the notion that newcomers deploy resources to facilitate adjustment, we draw on Conservation of Resources Theory (COR) to investigate newcomers’ attainment of two resources via proactive behaviour. Specifically, we proposed that newcomers who perceive themselves as different from colleagues will behave proactively either to fit their environment better via monitoring and hence social integration, a condition resource, or to make the environment fit them better via change-oriented proactive behaviour to achieve positive mood, an emotional resource. In turn, these will positively predict innovation and negatively predict emotional exhaustion.

*Design/Methodology.* Survey data were collected longitudinally from 161 UK graduates.

*Results.* Structural equation modelling analyses conducted with Amos supported a seven-factor measurement model, and a slightly modified structural model.

*Limitations.* Self-report data risks common method variance; however, alternative measurement models did not fit our data better than our hypothesised measurement model. The sample size was small, although the fit statistics are acceptable.

*Research/Practical Implications.* For organisations wishing to hire different kinds of employees for the innovation benefits while mitigating the potential stress for such newcomers, understanding the behaviours and resources that facilitate such positive outcomes is useful.

*Originality/Value.* To our knowledge, this is the first study to use COR theory to investigate socialization-related stress and newcomer-initiated change attempts at workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

Th-SYM-1027-5

**The effects of incivility on well-being at work and home**

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**Main Abstract Content:** *Purpose.* This diary research investigated resource loss and health impairment processes proposed by conservation of resources and job demands-resources theories respectively. One workplace emotional demand – workplace incivility – was proposed to consume energies at work, and impair opportunities for recovery at home directly, and indirectly through emotional exhaustion and work engagement. Additionally, the buffering role of two resources – workplace friendship and optimism – was examined.

*Methodology.* Ninety-seven participants completed three daily surveys – morning, afternoon, and night-time – across five consecutive working days.

*Results.* Multilevel modeling results revealed that daily workplace incivility was associated with higher exhaustion, and impaired night-time recovery experiences of psychological detachment, relaxation, and control over leisure time. Partially supporting predictions for recovery, engagement was positively related to mastery and control. Workplace friendship buffered the relationship between incivility and both detachment and relaxation. In contrast to predictions, optimism boosted, rather than buffered the effect of incivility on detachment, control, exhaustion, and engagement.

*Limitations.* Self-report data brings the risk of common method variance. To offset this, different anchor points were used across scales. Patterns of non-significant relationships suggest there was no uniform pattern of inflationary bias.

*Research/ Practical Implications.* Workplace friends may provide a crucial resource which offsets the adverse effects of incivility, enabling individuals to mentally disconnect and unwind after work. This research provides practical implications for organizations and employees, who can both contribute to creating a positive working environment.

*Originality/ Value.* Workplace friendships are just starting to be recognised as valuable resources. This study contributes to this emergent literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

Th-SYM-1027-1

**Leadership, Burnout, & Trust: LEADing Subordinate & Leader Well-Being**

A. Day\*, N. Hartling<sup>1</sup> and EAWOP17-SYMPOSIUM-930- Examining the Impact of Workplace incivility and Testing an Action Plan

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**Main Abstract Content:** EAWOP17-SYMPOSIUM-930

***Purpose.*** Leaders can impact the workplace in several ways, including having a significant impact on the well-being of employees. Leaders are in the unique position to both model good behaviour and subsequently influence employees (Kelloway & Barling, 2010), which may lead to more productive and civil interpersonal relationships. We assessed leader and subordinate levels of burnout, trust, and support, and examined the ability of the Leadership Effectiveness through Accountability and Development (LEAD) program to influence these factors over time.

***Methodology.*** Leaders were involved in a leadership coaching program (LEAD). They completed several surveys and were asked to send surveys to their subordinates assessing perceptions of leadership behaviours, the degree of supervisor trust and support, burnout, and strain.

***Results.*** Examining both cross-sectional and longitudinal data, leadership behaviours were associated with leaders' burnout, and the extent to which subordinates trusted and felt supported by their leader.

***Limitations.*** Because of the nature of the study, not all subordinates completed surveys at all time points, limiting generalizability.

***Research/ Practical Implications.*** Finding effective ways to improve workplace relationships and to reduce burnout, as well as understanding the mechanism involved in these processes, must take leadership behaviours (and ultimately, leader training) into consideration. We addressed gaps in the literature as to the impact of leadership behaviours.

***Originality/ Value.*** This intervention study extends past research, adding to our current understanding of leadership, coaching, subordinate and leader burnout, as well as the mechanisms that may be involved.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Fr-SYM-732-5

**How to enhance self-management of workers of their own health and vitality?**

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**Main Abstract Content: Purpose**

This study examined the individual and organizational factors that might enhance workers' self-management of their vitality and health. Many organizations face the question what can be done to encourage self-management among employees in the field of health and vitality in order to obtain sustainable careers. This study aims to provide organizations tools for motivating their workers to take responsibility for their own health and vitality.

**Design/Methodology**

Over 1,000 employees from four Dutch organizations in business services participated in a survey with questions about their vitality and health, and individual and organizational factors to enhance vitality and health. Data were analyzed with hierarchical regression analyses.

**Results**

The study shows that the awareness of employees of the importance of their own health behavior has the most influence on their self-management. In addition, other individual factors as work ability, proactivity, and intrinsic motivation were related to self-management. Furthermore, the organizational health culture and the extent to which employees feel informed about the current policy of the organization with regard to health appeared relevant organizational factors.

**Limitations**

Future research is needed to assess generalizability and causality.

**Research/Practical Implications**

Self-management of health and vitality can be stimulated by health programs that pay attention to the subjective experience of the workers.

**Originality/Value**

We found evidence for the importance of both individual factors, such as awareness, intrinsic motivation and work ability, and organizational factors, such as organizational health culture and information about HR policies, for enhancing workers' self-management of health and vitality.

**Disclosure of Interest:** T. Van Vuuren Conflict with: Achmea, F. Marcelissen Conflict with: Achmea

**Keywords:** None



**Human resource management**

**Career planning and management**

Fr-SYM-732-4

**Cross-lagged effects of resilience and indicators of sustainable labor participation**

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**Main Abstract Content: Purpose**

Based on the Job Demands-Resources model, it is argued that resilience serves as an *antecedent* of sustainable labor participation, at least when it comes to work engagement. However, scarce knowledge is available on possible reciprocal relations of resilience and aspects of sustainable labor participation over time. In this study, cross-lagged effects of resilience and indicators of sustainable labor participation are tested using a sample of Dutch police workers.

**Design/Methodology**

A total of 573 Dutch police workers participated in a time-lagged survey design (time interval of 6 months) concerning their resilience and aspects of their sustainable labor participation, i.e., vitality, and a more objective indication of sick leave. Data were analyzed with structural equation modelling.

**Results**

Results indicate cross-lagged effects between resilience and vitality, with acceptable model fit. Thus, the level of resilience at T1 affected the level of vitality at T2, and vice versa. In addition, a negative effect of vitality on T1 was found on sick leave at T2.

**Limitations**

More measurements over time are needed to test reciprocal relations and overcome short term effects. Different samples are needed to assess generalizability.

**Research/Practical Implications**

The study reveals that resilience is important for the sustainable labor participation of police workers. Cross-lagged effects may indicate a reciprocal relation between resilience and vitality that can be further facilitated in practice. For example, resilience can be addressed explicitly in training.

**Originality/Value**

This study confirms the presence of cross-lagged effects of police workers' resilience and their vitality at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Fr-SYM-732-2

**Towards a framework of sustainable, inclusive and smart careers**

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**Main Abstract Content: State of the art**

Economic and societal trends, such as globalization and migration, have created a new world of work that is characterized by volatility, uncertainty, complexity and diversity and that poses new challenges to employees and organizations. To address these challenges, previous career researchers have investigated new career models (e.g., the protean career), stressing the importance of individual agency, mobility and employability.

**New perspectives/contributions**

Though these new career models have created important insights, we follow the advice of Van der Heijden and De Vos (2015) and go one step further. More specifically, we create a broader, multidimensional framework that successfully addresses the complex reality of the modern career, i.e. the framework of sustainable, inclusive and smart (SIS) careers. Within this framework, we define the main building blocks of SIS careers, address how the combination of these building blocks create positive results for employees and organizations, and which key factors enhance the creation of SIS careers. The practical value of the framework is currently being tested via a pilot case at the Flemish government.

**Research/practical implications**

Within the paper, we address how the framework can captivate previous knowledge and guide future research on careers, and discuss the practical implication for society (Europe 2020 strategy), organizations and employees.

**Originality/value**

This paper addresses the call of Van der Heijden and De Vos (2015) for a new integrative framework discussing the modern career. Within this framework, we investigate how both the individual *and* the organization create and benefit from SIS careers.

**Disclosure of Interest:** None Declared

**Keywords:** None

**The Effect of Job Characteristics  
on Career Resilience and Perceived Employability over Time**

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**Main Abstract Content: Purpose**

Nowadays employees are confronted with a turbulent labor market, which advances career resilience and perceived employability as important assets of individuals. Career resilience reflects a positive attitude towards change and the ability to adapt to and cope with changing circumstances and environments in one's career. Perceived employability or the perceived ability to obtain employment reflects a sense of self-efficacy with regard to employment. The job demand-control model holds that active learning and increased self-efficacy will occur among employees with high job demands/high job control jobs. In this study, we aim to assess the effect of job characteristics (workload, autonomy, and skill utilization) on career resilience and perceived employability.

**Design/Methodology**

Hypotheses are tested with two wave data of a sample of 920 Flemish employees from 13 organizations. Data were analyzed with (longitudinal) hierarchical linear regressions.

**Results**

Results showed that high workload combined with high skill utilization had a positive effect on perceived employability over time. We did not find evidence for the active learning hypothesis with regard to career resilience, but found a positive main effect of skill utilization on career resilience over time.

**Research/Practical implications**

Organizations can affect employees' career resilience and perceived employability through job characteristics which also helps achieving the European objective to enhance flexibility and security of employment.

**Originality/Value**

This employability study tests the active learning hypothesis with a longitudinal design.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Sustainable Careers: the Role of Resilience and Self-management**

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**Main Abstract Content: State of the art**

The world of work has changed drastically in the past few decades. Fast global and technical developments in combination with a decreased loyalty between employers and employees have emphasized the importance of employees' resilience and self-management. In the past two decades, attention has thus been given to employees' proactive career behaviors, as represented in phenomena such as boundaryless and protean careers, career self-management, and employability. Lately, the aging workforce has forced companies to rely increasingly on the contribution of older workers. Consequently, the sustainability of careers has become a topic of concern for individual, organizations and societies alike.

**New Perspectives/Contributions**

Conceiving careers in terms of sustainability implies both a longer term perspective on work, employability and well-being for individuals, as well as a more complex interplay of individual, organizational and other stakeholders' factors that may have an impact. In this symposium, the concept of sustainable careers is addressed theoretically and empirically. To better understand this complex reality of modern and sustainable careers, the presentations expand existing theories and research findings.

**Research/Practical Implications**

This symposium aims to increase our understanding of sustainable careers, emphasizing the role of resilience and self-management, and thus has important implications for theory and practice. Elaborating the concept of sustainable careers might triggering thinking about relevant developments and models for future research. Moreover, the empirical findings will help to better understand how sustainable careers may unfold and how individuals and organizations alike can act to steer careers into a more sustainable direction.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Fr-SYM-732-6

### **Development and Validation of the Short-Form Employability Five-Factor Instrument**

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#### **Main Abstract Content: Purpose**

With growing importance of human competencies for organizations' competitiveness and viability, investing through SHRM policies becomes a necessity. The 47-item Employability Five-Factor instrument (Van der Heijde & Van der Heijden, 2006) is a tool that can be deployed by organizations to improve recruitment, staffing, and career development & mobility practices. Sparse time requires short and psychometrically sound instruments to facilitate implementation within organizations.

#### **Design/Methodology**

A 22-item short-form of the 47-item Employability Five-Factor instrument (Van der Heijde & Van der Heijden, 2006) was developed and validated across five samples across different industries in the Netherlands. In a multi-step procedure we used both judgmental and statistics-driven strategies (SEM) for shortening the sub-scales, followed by testing content and predictive validity.

#### **Results**

The Short-Form Employability instrument had consistent and acceptable internal consistencies and a similar factor structure that fitted well to the data across all studies. The outcomes favor a five-dimensional operationalization of the employability construct over a one-dimensional higher-order construct, with good discriminant validity of the underlying employability dimensions. The five dimensions of employability appeared to be significantly related to career success outcomes securing predictive validity.

#### **Limitations**

Cross-sectional data

#### **Implications**

The Short-Form Employability instrument facilitates further scientific HRM and career research without compromising psychometric qualities.

#### **Originality/value**

The practical value of the employability instrument is highly improved. Information about lack of certain competencies (i.e. employability) in different organizational units or departments will enable organizations to navigate. On the individual level this will enhance life-long career success.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Organizational Change and Development*  
*Consulting, coaching and counselling*

Fr-SYM-1816-1

**Coaching Across Career Span: A look inside best practices of coaching organizations, executives, students, and faculty**

J. Mcchesney\*, D. K. Campana, D. C. L. Courtney, D. R. Olson

**Main Abstract Content: State of the Art:** According to the Society for Industrial and Organizational Psychology (SIOP), all coaches share a common goal: “equipping people with the skills, knowledge, and opportunities that they need to develop their capabilities and achieve success”. However, depending on the type of coaching being applied and the type of person it is being applied to, approaches to achieving this goal look very different. Specifically, this symposium looks at coaching at different stages: coaching at the organizational level, coaching at the executive level, coaching at the student level, and coaching faculty.

**New Perspectives/contributions:** In this symposium, we bring together coaches of diverse backgrounds to share their insights, best practices, and experiences. From student coaching at universities to executive coaching for Fortune 200 companies, we take a look at the best practices of equipping people with the various, and often times diverse, set of skills they need to be successful.

**Practical Implications:** This symposium will be an interactive experience designed for those who are interested or currently find themselves in a coaching role, whether it be in an academic or business setting.

**Disclosure of Interest:** J. Mcchesney: None Declared, D. K. Campana Conflict with: Professor at Minnesota State University, Mankato, D. C. L. Courtney Conflict with: Executive Coach and Founder of Courtney Consulting Group, D. R. Olson Conflict with: Executive Coach and Founder of Olson Consulting Group

**Keywords:** None

*Organizational Change and Development*  
*Consulting, coaching and counselling*

Fr-SYM-1568-3

**Successful talking? – How coach and client's similar language use influences empathy in Motivational Interviewing**

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<sup>1</sup>Technische Universität Braunschweig, Braunschweig, Germany

**Main Abstract Content: Purpose:** Motivational Interviewing (MI), more precisely MI-specific coaching techniques support clients undergoing personal change processes. The effectiveness of MI has been established for various contexts. A critical success factor is the coach's empathy which is directly influenced by the use of MI-specific coaching techniques (i.e., simple and complex reflections). However, research on the most basic form of interaction (the language used by coach and client) is scarce. Therefore, this study investigates the effect of similar language use by coach and client in addition to MI-specific coaching techniques on coach empathy in MI sessions.

**Design/Methodology:** 26 MI sessions of coach-student dyads addressing pro-environmental behavior were videotaped. MI coaching techniques, and coach empathy were rated using the MITI-d. Similarity in language use was calculated based on the concept of Language Style Matching with the software Linguistic Inquiry and Word Count (LIWC).

**Results:** Multiple regression analyses show that a combination of complex reflections and a similar language use predicts coach empathy in MI sessions best. Adding simple reflections to the regression model does not explain additional variance.

**Implications:** Beyond standard MI techniques, similar language use is important to reach high coach empathy in MI. Further investigations of underlying mechanisms are advised.

**Limitations:** While MI-specific coaching techniques are easy to learn, language use – for now – has been defined as unconscious and therefore presents a challenge for researchers and practitioners alike.

**Originality/Value:** This study was the first to investigate the influence of language use on coach empathy in MI sessions with real clients.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Change Agent, don't preach! How recipient resistance triggers agents' autonomy-restrictive behaviors**

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**Main Abstract Content: Purpose:** MI theory points to the fact that change agents are expected to respond to change recipient resistance with what is called 'the righting reflex'. It occurs from the belief that the change agent must convince or persuade the person to do the right thing and describes behaviors such as advising without permission, confronting, warning, or directing (i.e. MI non-adherent). In turn, the vast majority of people is supposed to feel uncomfortable and irritated which may substantiate feelings of resistance. As only little research exists that gives a hint on how change agents with a non-clinical background respond to recipient resistance, we address this gap by presenting our research from two studies.

**Design/Method:** For study 1 we analyzed 58 dyadic conversations between change agent and change recipient using two software-supported MI coding schemes to capture the agents' and recipients' verbal behavior. For study 2 we designed an experiment where participants were put in the role of a change agent and had the task to motivate their assigned change recipient, played by a confederate, to engage in behavior change. The confederate design allowed us to manipulate the level of recipients' resistance to change. Here, we coded 31 dyadic conversations.

**Results:** As expected, both studies show that change agents frequently use autonomy-restrictive communication in response to change recipient resistance.

**Discussion:** We discuss theoretical implications for the idea of reciprocal interdependency from change recipients to change agents and derive practical implications for change agents and MI trainers in non-clinical contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None



**I trust YOU with MY goals - Autonomy need satisfaction and the role of trust within the context of coaching**

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**Main Abstract Content: Purpose:** Coaching is a consulting technique that focuses on the client's self-congruent goals. This focus on goals that are consistent with the client's own attitudes and values facilitates an autonomous self-regulation, satisfying the need for autonomy. In order to support the client to focus on self-relevant goals without the fear of judgment or lack of understanding, a trustful coach-client-relationship is needed.

**Design/Methodology:** To test the hypotheses that coaching satisfies the autonomy need, mediated by a trustful relationship, we conducted an online-study ( $N_1=73$ ) and two studies within the context of real-life coachings ( $N_2=221$ ,  $N_3=89$ ). A follow-up study with startup-founders ( $N=20$ ), who we hypothesized to have a high need for autonomy, is planned, investigating how the clients' needs and the coaches' behavior affect the clients' trust in the coach, perception of their coach-client-relationship, need satisfaction and satisfaction with their coaching.

**Results:** In the first three studies, we found that coaching explicitly addressed the autonomy need. Furthermore, in study 3, mediation analyses showed that the autonomy need satisfaction was mediated by the client's trust in the coach.

**Limitations:** As these studies looked at coachings for students and startup-founders, future coaching research could focus on other client types and their autonomy need.

**Research/Practical Implications:** The results promise theoretical and practical implications within the coaching context, such as the coaches' competence to support autonomy and build trust.

**Originality/Value:** These studies are the first to depict the clients' autonomy need and emphasize the importance of trust in the coach-client-relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Side Effects in Coaching: The Role of Neuroticism and Supervision**

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**Main Abstract Content: Purpose:** The majority of coaches experience negative side effects from coaching and research previously found that they are positively related to side effects experienced by their clients. This study analyzes whether coaches' neuroticism strengthens and supervision prevents the positive relationship between side effects for clients and coaches.

**Design/Methodology:** A randomized controlled field experiment with a student sample was used, where half of the group of coaches received group supervision during the coaching process and the other half received group supervision after coaching completion. Twenty-nine complete dyads of coaches and clients participated in a survey after the first coaching session and after coaching completion.

**Results:** Results show that there was a strong relationship between side effects for coaches and clients, but only from the coaches' perspective. This relationship was stronger when coaches' neuroticism was high, but only when coaches did not use supervision during the coaching process.

**Limitations:** Results may be not representative for an experienced sample of coaches, because a student sample was used. Moreover, these findings are only applicable to group supervision.

**Research/Practical Implications:** The findings support the impact of side effects for clients on side effects for coaches. Coaches' neuroticism is introduced to explain when this relationship is strongest. Moreover, the findings indicate a preventive function of supervision.

**Originality/Value:** This study is the first that investigates side effects of coaching from both coaches' and clients' perspectives in a combined study. An experimental setting was used to examine the effects of supervision on side effects of coaching.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Organizational Change and Development**  
**Consulting, coaching and counselling**

Fr-SYM-1568-2

**Opening the black box: Assessing micro-counseling skills of career counselors in action**

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**Main Abstract Content: Purpose.** Many individuals seek professional guidance by career counselors when they struggle with career decisions. While career guidance is a growing profession, little is known about the quality of practitioners' counseling skills. The current study closes this gap and presents an observational instrument that objectively assesses practitioners' behavioral micro-counseling skills.

**Design/Methodology.** A sample of 53 career guidance sessions were video-taped in order to code counselor's micro-behaviors during real career guidance sessions. For interrater reliability analyses, 18 sessions were double-coded. For convergent validity analyses, summary counts of micro-behaviors were correlated with empathy ratings and behavior counts from a second observational instrument. For analyses of economy, extractions of short behavior samples (i.e., slices) were compared with behavior count for the entire counseling session.

**Results.** On average, counselors' micro-behaviors showed excellent interrater reliabilities. Second, client-centered counselor skills (e.g., questions, listening behavior) converged with conceptually similar behaviors coded from the second observational instrument and ratings of counselors' empathy. Third, behavior slices of 20 minutes provided accurate estimates for counselor skills exhibited during the entire session.

**Limitations.** To allow better generalizability, future studies should replicate our analyses in culturally diverse samples and with a larger variety of counseling approaches.

**Research/Practical implications.** This study takes a behavioral career research process lens and presents a practical instrument to provide quality assurance in the growing market of career counseling.

**Originality/value.** By objectively assessing career micro-counseling skills, this study introduces a process research tool that sheds light on the active ingredients of effective career interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Organizational Change and Development*  
*Consulting, coaching and counselling*

Fr-SYM-1568-7

**Client Dropout from Business-Coaching – The Exploration of a New Construct in Coaching Research**

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<sup>1</sup>SRH Hochschule Berlin, Berlin, Germany

**Main Abstract Content: Purpose:** Research on client dropout in business coaching is scarce even though dropouts can have consequences for clients, coaches, organizations and the validity of coaching research. In this study the prevalence, the causes and consequences of client dropouts were explored.

**Design/Methodology:** In the first study an explorative qualitative survey was conducted. In the second study 66 coaching processes with a dropout were compared to 49 coaching processes without a dropout.

**Results:** The results show that coaches are regularly confronted with dropouts in business coaching. On average, the coaches estimate that 18.88% of all business coaching in Germany are canceled by the clients. Especially, clients' change motivation, relationship quality, clients' neuroticism and side effects seem to be variables that can influence dropouts of clients.

**Limitations:** Data was collected only from the coach perspective and only in Germany.

**Research/Practical Implications:** Client dropouts are a natural part of the work of a coach and they can produce financial costs. Coaches have to strengthen the change motivation of their clients to prevent client dropouts.

**Originality/Value:** This research is the first that delivers a conceptualization to study client dropouts. For the first time the prevalence, causes and consequences of client dropout were explored.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development  
Consulting, coaching and counselling***

Fr-SYM-1816-3

**Coaching at the Executive Level**

**Dr. Richard D. Olson: Founder, Olson Consulting Group**

D. R. Olson\*, J. McChesney

**Main Abstract Content:** Dr. Olson consults in the areas of executive and management appraisal, selection testing, executive coaching, leadership development, and organizational change. He has worked with a range of professionals from first line supervisors to CEOs in U.S.'s largest companies. He earned his Ph.D. from the University of Minnesota and is a Licensed Psychologist as well as a Program Advisor for the MSU, Mankato I-O Program. Prior to starting Olson Consulting Group, he was vice president of a large consulting firm and an executive in a Fortune 200 firm.

**State of the Art:** Executive coaching is a common approach, and Dr. Olson will review common tools and issues he experiences when coaching executives.

**Contributions:** Dr. Olson has long-standing experience coaching at the executive level. He will review some of his experiences with coaching, as well as what issues and solutions he has learned through his experiences.

**Practical Implications:** Audience members will benefit from hearing Dr. Olson's experiences with addressing issues of leadership development, organizational development, and selection. He will also discuss practical issues surrounding assessments and approaches to performance feedback.

**Value:** During his presentation, Dr. Olson will share some of his insights regarding coaching executives as well as his innovative and effective approaches to leadership development. Audience members can expect to learn strategies and tools for coaching executives.

**Disclosure of Interest:** D. R. Olson Conflict with: Founder of Olson Consulting Group, J. McChesney: None Declared

**Keywords:** None

***Organizational Change and Development  
Consulting, coaching and counselling***

Fr-SYM-1816-4

**Coaching at the Student Level**

**Dr. Kristie Campana: IO Psychology Professor, Minnesota State University, Mankato (MNSU)**

J. Mcchesney, D. K. Campana\*

**Main Abstract Content:** Dr. Kristie Campana earned her Ph.D. in I-O Psychology from the University of Minnesota and is currently a Professor at Minnesota State University, Mankato. With one of her research interests being student success and recent graduate adjustment to the workplace, Dr. Campana has been coaching students inside and outside the classroom for over 10 years. She also coaches students on project management through the on-campus consulting firm- Organizational Effectiveness Research Group (OERG). Prior to joining the MNSU faculty, Dr. Campana worked for MDA Leadership Consulting and Target Corporation. Her primary expertise in consulting involves selection testing, survey construction leadership development, and training.

**State of the Art:** Teaching is not often viewed with a coaching lens. Often, instructors take a “sage on the stage” approach, whereas coaching take more of a “guide on the side” approach.

**Contributions:** Dr. Campana’s role as a professor and consultant allow her to draw links between coaching and employee development to student development.

**Practical Implications:** Reframing roles within the classroom can help students connect their education to their future careers, and help them understand the role they play in their own development. Dr. Campana will review way that instructors can encourage students to take ownership of their own professional development.

**Value:** Audience members can expect to learn strategies for coaching students and early-career professionals.

**Disclosure of Interest:** J. Mcchesney: None Declared, D. K. Campana Conflict with: Professor at Minnesota State University, Mankato

**Keywords:** None

***Organizational Change and Development***

***Consulting, coaching and counselling***

Fr-SYM-1816-5

**Coaching Faculty as a Student**

**Jenna McChesney: Research Consultant, Center for Excellence in Scholarship and Research, MNSU**

J. Mcchesney\*

**Main Abstract Content:** Jenna served as a research consultant for the Center for Excellence in Scholarship and Research while working toward completing her masters in Industrial Organizational Psychology at Minnesota State University, Mankato.

**State of the Art:** There is no current research on students coaching faculty.

**Contributions:** Jenna's work at the Center for Excellence in Scholarship and Research centered around consulting with faculty on various research projects and endeavors. Therefore, Jenna had the unique opportunity to coach those in senior roles to her own. Her presentation will consist of how to coach faculty members of a university. Specifically, Jenna will address best practices in coaching those who are senior to you.

**Practical Implications:** There is little to no research on coaching faculty members while being a student. Therefore, by sharing best practices learned on the job, Jenna will be able to provide some guidance and insight to those interested or currently in a similar coaching role.

**Value:** Audience members can expect to learn strategies and best practices for coaching faculty members and those who are in senior positions to themselves.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development  
Consulting, coaching and counselling***

Fr-SYM-1816-2

**Coaching at the Organizational Level**

**Dr. Carol Lynn Courtney: Founder, Courtney Consulting Group**

J. Mcchesney, D. C. L. Courtney\*

**Main Abstract Content:** Dr. Courtney specializes in executive coaching, executive and management selection, and organization and team development. She has worked with a range of leaders from the front line to senior executive levels in small to large U.S. companies. Prior to founding Courtney Consulting Group, Carol Lynn spent nearly 20 years working as an internal and external consultant, and in various management and executive roles in a variety of U.S. companies with U.S. and international operations. Dr. Courtney has a Ph.D. from Southern Illinois University and is a Program Advisor for the MSU, Mankato I-O Program.

**State of the Art:** There are limited resources for coaches to coach around broad organizational issues such as succession planning, reorganization, and culture change.

**Contributions:** Dr. Courtney will share her stories and practical experiences and how she has used these experiences to enhance her coaching skills. She will also outline common issues, problems, and solutions she encounters when coaching clients around high-level organizational issues.

**Practical Implications:** Her presentation will be targeted toward those interested in or those who currently are coaching organizations. Those who are interested in coaching at the organizational level will hear how to seek and leverage practical experiences that will enhance and add value to future coaching endeavors.

**Value:** Audience members can expect to learn about tools and strategies that can be used to coach organizational leaders through organizational crises and change.

**Disclosure of Interest:** J. Mcchesney: None Declared, D. C. L. Courtney Conflict with: Founder of Courtney Consulting Group

**Keywords:** None



*Organizational Change and Development*  
*Consulting, coaching and counselling*

Fr-SYM-1568-1

**Shedding light on the coaching process - Directions for the improvement of coach-client interaction and coaching success**

S. Kauffeld\*

**Main Abstract Content: State of the art:** The empirical research on coaching evolved from first case studies to considerable meta-analyses. Still, research on the actual coaching-process is scarce: While there is first evidence on the effectiveness of coaching, research on coach-client interaction as well as process-oriented factors influencing successful and unsuccessful coaching is underrepresented.

**Contributions:** The contributions in the group use different approaches, vary in their focus from individual to interactional analyses, and assess various outcomes of coaching processes. First, Klonek will introduce a coding scheme to economically assess practitioners' coaching skills. Second and third, Müller and Güntner will analyze interactional factors (i.e., spoken language and behavioral dependency) and their effect on coach-client interaction. Fourth, Schiemann will present how coaching addresses the client's need for autonomy and the influence of mutual trust. Fifth, Graßmann will explain the preventive function of supervision to buffer negative side effects of coaches' neurotic personalities. Sixth and finally, Schermuly will explore the prevalence, causes and consequences of client dropouts for the first time.

**Implications:** Taken together, the symposium opens the "black box of coaching" by providing a holistic view of inputs, processes and outcomes of coaching. The deeper understanding of both factors for successful coachings and causes for failed coachings help practitioners to minimize negative individual side-effects as well as dropouts and to create awareness for procedural dependencies. Moreover, a basis for the further study of coaching processes is made feasible through the introduction of an empirically valid, yet economical coding scheme.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Th-SYM-752-3

**Low psychological detachment but high cognitive flexibility: The challenging nature of regulatory demands**

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**Main Abstract Content: Purpose**

Nowadays, employees are increasingly required to handle regulatory demands, such as planning their work or taking work-related decisions. On the one hand, planning and decision-making demands (PDM) offer opportunities to learn and grow personally (e.g., by increasing cognitive flexibility), on the other hand they require cognitive effort and hamper psychological detachment. These potentially positive and negative consequences, which qualify PDM as challenges, may operate at different temporal levels. While cognitive flexibility takes time to evolve, poor detachment is an immediate outcome. Therefore, the aim of this paper was to assess (1) whether PDM are associated with cognitive flexibility *and* poor detachment, (2) whether these associations are found in short-term and long-term contexts and (3) whether cognitive appraisal operates as an underlying mechanism.

**Methodology**

A longitudinal study (4 months time lag, n=457) and a diary study (n=88) were conducted.

**Results**

PDM are associated with increases in cognitive flexibility *and* decreases in psychological detachment. The positive effect on cognitive flexibility was found only for the longitudinal study and the person level, but not for the day level of the diary study. Moreover, cognitive appraisals partly explained the effects of PDM on cognitive flexibility and poor psychological detachment.

**Limitations**

The studies are based on self-reported data.

**Implications**

Interventions need to balance the positive and negative effects of regulatory demands by helping employees to better regulate their work and to better detach from work.

**Value**

The results inform the understanding of challenge demands and their ambivalent (i.e., positive and negative) consequences.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Th-SYM-752-4

### **Self-Endangering Work Behaviour of School Principals**

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**Main Abstract Content: Purpose:** In today's working world an increasing individualization and subjectification of work can be observed. These phenomena occur also in the educational sector where a process of decentralization takes place. School principals have new freedoms in their work – as long as they reach their goals predetermined by school authorities. But these goals are often contradictory or unrealistic and non-negotiable. Self-endangering work behaviour could be one consequence out of this dilemma.

**Design/Methodology:** An online survey with school principals in Lower Saxony has been conducted in 2015 (n=1.336). Among other things the questionnaire contained four forms of self-endangering behaviour (intensification and extensification of work, reduction of working quality and sickness presenteeism) and emotional exhaustion as an important mental health outcome.

**Results:** Controlled for sociodemographic and job variables, regression analysis show that self-endangering behaviour explains about 47% of the variance of emotional exhaustion. The intensification of work turns out as being the strongest predictor.

**Limitations:** The sample is not representative. Furthermore – due to the cross-sectional design – the causal link between self-endangering work behaviour and emotional exhaustion remains unclear.

**Research/Practical Implications:** Job design and school health promotion should focus also on self-endangering work behaviour as side effect of the new freedoms of school principals.

**Originality/Value:** The specific employment group of school principals was examined in a larger questionnaire study with regard to self-endangering work behaviour as an important but detrimental behaviour of employees dealing with the demands of the ...modern“ working world.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Th-SYM-752-5

**“Somedays won’t end ever” – work intensification, and work extension as maladaptive response to time pressure**

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**Main Abstract Content: Purpose.** Time pressure may jeopardise goal attainment. It is a resource draining experience: Employees will try to attain their goals by raising their effort to do so (Hockey, 1997). In this study, we examine two strategies of “self-endangering behaviour” which are supposed to enable goal attainment under the condition of high time pressure: intensification (working faster) and extension of working hours (working longer). We propose that these strategies moderate the relationship between time pressure and strain, work engagement as well as task fulfilment. **Design/Methodology.** In our daily diary study, 123 public service employees [AB1] provided ratings over five consecutive working days. The strategies and strain were assessed before going to bed and the work engagement and task fulfilment after work. Following a within-person design, the data was analyzed using multilevel modelling. **Results.** The negative relationship between time pressure and irritation is significant on days with high intensification/extension of working hours (+1SD) but not on days with low intensification/extension (-1SD). The positive/(negative) relationship between time pressure and work engagement/(task fulfilment) is significant on days with low/(high) extension of working hours. **Limitations.** Results may not be generalized to other branches, or occupations. **Research/Practical Implications.** We can conclude that it is not recommendable to use the strategies intensification and extension of working hours to attain the goals of the day. Besides its practical implications this study also contributes to the refinement of the challenge-hindrance framework. **Originality/Value.** The study provides first empirical evidence on the daily role of the new concept “self-endangering behaviour” as maladaptive coping styles.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Coping and social support***

Th-SYM-752-2

**The concept of self-endangering work behavior strategies**

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**Main Abstract Content: State of the Art:**

Goal-oriented leadership strategies such as management by objectives (MbO) are becoming more and more prevalent. On one hand these more autonomous forms of work have positive effects, such as opportunities for coordinating work and private life as well as opportunities for personal growth. On the other hand, there are also negative effects such as feelings of time pressure, perceived stress or “boundarylessness” between the life-domains.

**New Perspectives/Contributions:**

The current presentation summarizes the existing literature on this subject and presents a model introduced by Krause and Dorsemagen (in press) on indirect leadership. Eight self-endangering work behavior have been detected that may occur under specific configurations of indirect leadership, namely 1) extension of work time and not taking time to recover, 2) work intensification 3) sickness presenteeism 4) abuse of stimulants in an attempt to optimize internal states 5) abuse of sedative substances to facilitate relaxation 6) reducing quality of work, 7) failure to comply with security regulations 8) faking. These self-endangering work behavior strategies might mediate the negative effects of high work-demands on subjective well-being and health and work-related outcomes.

**Research/Practical Implications**

Self-endangering work behaviors have to be addressed by occupational health prevention initiatives. Interventions should balance the negative and positive effects of indirect leadership and take self-endangering work-behavior into account.

**Originality/Value:**

The new concept of self-endangering work behaviors as a coping mechanism for high work demands is one possible explanation of the negative association between high work demands and subjective wellbeing and health.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Th-SYM-752-6

**Self-endangering coping over the Semester**

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**Main Abstract Content: Purpose.** The subjective degree of quantitative and qualitative demands changes over one semester. Depending on the severity of the stressors, the probability of self-endangering coping strategies used to overcome these demands increases or decreases. In a longitudinal study, we study changes of such coping strategies over time. We assume that self-endangering strategies are primarily applied during a stressful examination period. Various moderator variables are investigated. **Design/Methodolgy.** With the help of an online questionnaire, students of a German university were surveyed regarding their demands, self-endangering behaviours, and well-being. Further, we made use of an initial questionnaire to record resources, academic success, some demographic variables and individual concerns. The study took place between May and October. To recognize intra-individual change and to investigate inter-individual differences, we considered latent growth models. Several models were tested against one another. **Results.** It was revealed that the self-endangering facets show different trajectories. The influence of diverse moderator variables was discussed. **Limitations.** Due to high acquisition efforts the beginning of the semester could not be taken into account. All students originate from the same German university. As such, generalizability is restricted. **Research/Practical Implications.** The results indicated that students utilize harmful coping strategies to overcome demands in stressful examination periods. Therefore, students should be encouraged to make use of more health-promoting strategies. Moreover, demanding study conditions should be reconsidered. **Originality/Value.** The current study offers the first analysis of changes of self-endangering coping strategies over one semester.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Fr-SYM-2607-1

**Daily Self-Compassion during Work**

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**Main Abstract Content: Purpose**

Self-compassion (self-kindness, common humanity and mindfulness) the ability to treat oneself kindly when things go badly, has been shown to be beneficial for well-being and mental health. This study aims 1) to adapt the self-compassion scale for daily assessment, 2) to examine the potential benefits of state self-compassion beyond state self-esteem in relation to daily exhaustion from work, vigor and productivity, and 3) to test if daily self-compassion mediates the relationship between daily work stressors (task-related and social stressors) and explored outcomes.

**Design/Methodology**

An online diary study over 3 days on 30 employees was assessed. Multilevel-analyses with M-plus was performed, with days nested in people.

**Results**

Across working days there was substantial intra-individual variation in self-compassion. Self-compassion was negatively related to daily exhaustion and positively related to daily vigor and productivity. Associations remained, when state self-esteem was controlled. Self-compassion has not been confirmed as a mediator between daily task-related and social stressors and outcomes.

**Limitations**

The sample size is small. A larger replication study is needed.

**Research/Practical Implications**

The self-compassion scale was successfully adapted to daily assessment. Results confirmed unique positive effects of daily self-compassion on daily work related health, motivation and productivity.

**Originality/Value**

To our knowledge, the study is among the first to analyze the benefits of state self-compassion in working environment on a daily level.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Th-SYM-1027-2

**The Impact of Workplace Interactions And Strategies for Improvement**

M. P. Leiter\*

**Main Abstract Content: State of the Art**

A growing focus on positive and negative workplace interactions has brought a fresh perspective on the long-standing issue of the social dynamics at work. Even low intensity negative encounters at work may have long-term detrimental effects. In contrast, positive interactions buffer negative workplace experiences. Research has examined the precursors and consequences of negative and positive workplace interactions with initial steps towards developing and evaluating interventions.

**New Perspectives/Contributions**

The presentations in this symposium consider four critical issues for this field. The first describes a diary study that tracked the association of workplace incivility with employees' energy levels at both work home, examining moderators of workplace friendships and individual optimism. The second applies a Conservation of Resources perspective to newcomers' proactive behaviour that facilitates their integration into the setting. The findings reveal that that resource acquisition via either solo or collegial pathways predict lower emotional exhaustion. The third demonstrates connections of leaders' behaviour, leaders' experience of burnout, and subordinates' perception of leadership. The fourth paper presents the findings of a pilot study to both reduce incivility and increase civility in an academic institution. Together the presentations recognize the significance of workplace social dynamics while considering practical

**Research/Practical Implications**

The research implications of the symposium are its contribution to refining approaches to understanding the emergence, persistence, and impact of both constructive and strained social relationships at work. The practical implications of the symposium are its contribution to ways of taking action to improve the quality of collegial relationships.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Employee stress and burnout*

*Coping and social support*

Th-SYM-1027-3

## **Improving Workplace Civility: A Pilot Test of CARAWay**

M. P. Leiter\*

### **Main Abstract Content: Purpose**

The quality of working relationships has received considerable attention of late, but the field has only begun the process of critically testing ideas for improving working relationships. In response to this challenge, the projected reported here tested new format of civility intervention (Civility and Respect at Work: CARAWay) that drew upon core principles of CREW within a less time-consuming format.

### **Design-Methodology**

The author facilitated the intervention with an academic department. As a pilot, the implementation included one intervention group (N=30) and no control group. Surveys administered before and after the intervention assessed change over time.

### **Results**

The initial assessment described the intervention group as low contact in that it reported relatively few instances of incivility but also low levels of civility. Nonparametric analysis, appropriate for the small sample, indicated that the academic staff members improved in both civility ( $c^2_{(2)}=6.20, p=.016$ ) and cynicism ( $c^2_{(2)}=4.44, p=.041$ ). Overall, scores on measures moved in a positive direction.

### **Limitations**

The study was a single-group pilot intervention study lacking a control group.

### **Research-Practical Implications**

The study serves as a foundation for conducting a more rigorous and larger scale evaluation of this format of civility intervention.

### **Originality/Value**

Its primary contribution arises from its potential to define an effective civility intervention with greater cost-effectiveness.

Organizations facing resource challenges will appreciate a reduced use of consultant time and of staff participation time. The format may highlight the active ingredients of civility improvement in a more definitive way.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Fr-INV-SYM8-2

**Coworker Social Support Interacts with Occupational Stressors and Organizational Support for Employee Health to Predict Employee Well-Being**

M. Osolnik<sup>1</sup>, T. A. Beehr<sup>1,\*</sup>

<sup>1</sup>Psychology, Central Michigan University, Mount Pleasant, MI, United States

**Main Abstract Content: Purpose:** Theoretically, certain workplace characteristics (stressors) result in poor employee well-being (strain). Social support sometimes buffers (weakens) the link between stressors and strains, but not in all studies; therefore we examined a second possibility—that social support may have favorable effects on employees' strains primarily when it is embedded in an organization that supports employees' health (organizational health support, OHS). We hypothesized firstly that coworker support would buffer the positive relationship between workplace stressors (interpersonal and role conflict) and strains (psychological well-being, perceived health, and perceived stress), and secondly that OHS would strengthen the negative relationship of coworker social support with strains.

**Design/Methodology:** We analyzed archival data from a 2011 survey of 976 workers in Slovenia. Hypotheses were tested with hierarchical moderated regressions.

**Results:** Interpersonal conflict interacted with coworker support to predict all three strains, but the interactions were the opposite direction from the hypotheses (they were “reverse buffering”). Social support interacted with OHS in the hypothesized direction, however, to predict two of the three strains (perceived health and stress).

**Limitations:** Using archival data means that some of the measures were not ideal (e.g., some were single-items).

**Research/Practical Implications:** Coworker support may be most promising for improving employees' well-being when health support from the organization (OHS) is also present.

**Originality/Value:** To our knowledge this is the first study to examine the potential effects of coworker support in combination with OHS on employee health, and it is one of the few studies of occupational stress and social support in Eastern Europe.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Coping and social support***

Fr-INV-SYM8-1

**Think outside the box: incorporating new constructs and levels to extend and advance the study of work stress.**

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<sup>1</sup>University of Guelph, Guelph, Canada

**Main Abstract Content:** State of the Art

In relation to the study of work stress instead of reinventing the wheel, occupational health scholars should aim to move it. We will present studies that try to advance our understanding of the topic by thinking outside the box.

**New Perspectives/Contributions**

The themes presented will appear diverse but they present an interesting commonality: the study of the work stress problem from non-traditional perspectives. Instead of the classical stressor-strain model, the papers in this session exemplify how we can incorporate new constructs and levels to the study of work stress and occupational health.

For instance, foreign phenomena to Work and Organizational Psychology, such as workplace attachment styles or Acceptance and Commitment therapy (ACT), are the focus of the first two studies. In addition, collective levels are included to the study of social support (organizational health support) in the third paper, and stressors (organizational stress climate) and coping (co-active and collective coping) in the fourth presentation.

**Research/Practical Implications**

The presenters in this session are experienced and prestigious scholars in the area of Occupational Health Psychology. Given that the presenting authors have been thinking and rethinking this topic for more than 20 years, the most interesting aspect of this symposium will be the 30 minutes in which these experienced scholars discuss their views on how to extend our understanding of work stress. The chair will facilitate the discussion. Audience members will be encouraged to ask questions during the discussion to enrich the conversation with their input.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Coping and social support***

Fr-INV-SYM8-5

**ACT'ing to Improve Well-Being and Reduce Strain on Healthcare Professionals**

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<sup>1</sup>Behavioural Change Institute, <sup>2</sup>Saint Mary's University, Halifax, Canada

**Main Abstract Content:** *Purpose.* Employees experience demands and stressors at work, and the ability to effectively manage emotions, including discomfort and distress, may help them to deal with these demands. The ACT-W (Affective and Commitment Therapy at Work) Program may increase the ability to manage emotions and stress (Flaxman & Bond, 2010). ACT is comprised of mindfulness and acceptance processes to develop skills relevant to reduce the impact of negative psychological stressors, and commitment and behaviour change processes by clarifying values, setting goals, and taking action (Hayes et al., 2006). Given the need to support healthcare providers dealing with workplace demands, we investigated the impact of ACT on healthcare professionals' levels of strain.

*Methodology.* Participants completed three 3-hour training workshop on professional resiliency and ACT training, and they completed surveys pre- and post-training.

*Results.* There was a significant reduction in strain symptoms after the training compared to before training, although readiness to change did not moderate the relationship.

*Limitations.* The training was mandated as part of the organizations' healthy workplace initiatives, so all employees underwent training at the same time. Future studies should include a control-wait list design and use individual coaching sessions to help tailor the program and address concerns of scheduling, privacy, and buy-in.

*Research/ Practical Implications.* This study provides some support for organizations wanting to help support employees' well-being and better manage reactions to stressors.

*Originality/ Value.* This study is one of the first to examine utilizing ACT in healthcare providers to improve well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Fr-INV-SYM8-3

**The Role of Workplace Attachment Styles in Employees' Experiences of Supervisors and Co-workers**

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<sup>1</sup>School of Psychology, Deakin University, Geelong, Australia

**Main Abstract Content:** Purpose

Attachment styles at work reflect the extent to which employees approach social relationships from a subjective sense of security or from one of two forms of insecure attachment: anxious or avoidance. These attachment styles may explain stress-based processes related to employees' experiences of both positive and negative encounters with supervisors and with co-workers

Method

The Short Work Attachment Measure (SWAM), focused specifically on work relationships, was included in a survey of 1700 Canadian health care providers along with measures of co-worker and supervisor incivility, co-worker and supervisor trust, and co-worker and supervisor satisfaction.

Results

A series of multiple regression analyses found avoidance and anxious attachment to have similar relationships regarding both co-worker and supervisor. Anxious and avoidance attachment interacted with regard to co-worker incivility and co-worker satisfaction, but did not interact in analyses regarding supervisor incivility and supervisor satisfaction. The interaction reflected an enhanced relationship when both anxious and avoidant attachment were high beyond the relationships with each dimension separately. This pattern was only evident regarding coworker relationships.

Discussion

The analysis confirmed the relationship of attachment styles to employees' experience of workplace relationships. Although attachment dimensions showed similar overall relationships for co-worker as for supervisor relationships, there were distinct findings for an interaction effect for co-worker relationships. This difference may reflect the greater complexity of co-worker relationships in that (1) employees have many co-workers and only one supervisor, and (2) supervisor relationships are generally more structured than are co-worker relationships.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Fr-INV-SYM8-4

**Individual, Co-active and Collective Coping and Occupational Stress: A Longitudinal Study**

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<sup>1</sup>University of Valencia, Valencia, Spain

**Main Abstract Content: Purpose:** This study aims to identify the association of change in individual (palliative and direct action) and group-level (co-active palliative, co-active direct-action, and collective direct-action) coping with the change in appraisal of different types of individual occupational stress and with the change in organizational stress climate.

**Design/Methodology:** These relationships are tested by means of a multilevel two-wave panel design. The sample is composed of 525 teachers in 100 schools. Stress experiences and coping behaviors are assessed during the first and the third terms of the academic year.

**Results:** The results show that an increase in the use of individual coping (direct-action and palliative) has scarce to no effect on the decrease of individual stress appraisal. In contrast, an increase in co-active direct-action coping is associated with decreases in organizational stress climate (in case of six out of nine stressors) and an increase in collective direct-action coping is a significant predictor of a decrease in the level of stress climate in the organization for all but one stressors under study. In turn, an increase in co-active palliative coping is associated with a decrease in stress climate in the organizations to a much lesser extent.

**Research/Practical Implications:** The results suggest that group-level coping is a more effective coping strategy in reducing occupational stress appraisal than individual coping.

**Originality/Value:** Collective coping deserves more attention in order to further advance research and professional interventions on occupational stress.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Coping and social support***

Th-SYM-752-1

**Indirect control and self-endangering work behavior**

M. Knecht <sup>1,\*</sup>, A. Krause <sup>1</sup>

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**Main Abstract Content: State of the Art:**

Goal-oriented as well as performance-oriented leadership practices are becoming more prevalent. For employees, these kind of indirect leadership practices result in higher self-regulatory demands, such as planning and decision making tasks. The current symposium focuses on the concept of “self-endangering work behaviors” as a possible negative effect of indirect leadership and a possible mediator between work-demands and negative outcomes.

**New Perspectives/Contributions:**

The concept of “self-endangering work behaviors” describes behaviors such as extension of work, intensification of work, sickness presenteeism, faking, or substance abuse as possible maladaptive coping strategies (first presentation – theoretical). In the following four empirical presentations, the first covers the positive and negative effects of higher autonomy and self-organization in general. The three other empirical presentations investigate specific self-endangering behaviors in different samples such as school principals, public services employees and students. Results of cross-sectional, longitudinal and daily diary studies support the proposed concept, showing that the self-endangering work behaviors are a response to high work demands and are associated with negative subjective well-being outcomes as well as lower task fulfillment and lower work engagement.

**Research/Practical Implication:**

These results have both theoretical as well as practical implications. The introduced self-endangering work behaviors can be seen as a maladaptive coping mechanism. The results suggest that the self-endangering work behaviors might mediate the negative effects of high work-demands on subjective well-being and work-related outcomes. In settings with indirect leadership, supervisors and also occupational health authorities should take self-endangering work behaviors into account.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

Th-SYM-1832-1

#### **Modern Approaches to Understanding and Predicting Work Counterproductivity**

D. Ones <sup>1,\*</sup>, B. Mercado <sup>2</sup>

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#### **Main Abstract Content: State of the Art**

Counterproductive work behaviors (CWB) have garnered intense attention by scholars and practitioners over the past three decades. Their nomological network and the effectiveness of organizational interventions for reducing CWB have been empirically examined. However, this work relies heavily on conceptualizations, predictors, and measures established in the literature's infancy. This symposium takes a modern, scholarly approach to work counterproductivity. These papers present the utility of underutilized constructs (e.g., maladaptive personality) and analytic approaches (e.g., criterion profile analysis) in predicting CWB as well as challenge our understanding of what constitutes work counterproductivity, given recent technological developments in work environments (e.g., cyber counterproductive work behaviors).

#### **New Perspectives/Contributions**

This symposium contains five papers that address CWB with the latest conceptualizations, assessment techniques, and analytic approaches. These presentations draw upon an array of data collection techniques (e.g., subject matter expert sorting, large-scale surveys, systematic literature reviews) and analytic approaches (e.g., intraindividual and interindividual primary and meta-analyses).

#### **Research/Practical Implications**

These papers have several implications for research and practice. The demonstration of uncommon yet powerful predictors and analytic approaches, combined with the first scale to systematically assess cyber CWB, meaningfully advance future research into CWB. These findings also yield substantial implications for practice. Each presentation of a neglected predictor with high operational validity exhibits immense potential for immediate application in employment decisions. Beyond prediction, the thorough conceptualization and rigorous measures of cyber-counterproductivity will aid employers in understanding and detecting these new behavioral manifestations of counterproductivity.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

Th-SYM-1832-3

#### **Delineation of the Construct of Cyber Counterproductive Work Behaviors**

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<sup>1</sup>Baruch College, New York, United States

#### **Main Abstract Content: Purpose**

With the ubiquity of technology, employees have novel avenues to engage in work counterproductivity, threatening organizations' reputations, productivity, and security. This research expanded the construct conceptualization of counterproductive work behaviors (CWB) by including a new content domain, cyber counterproductive work behaviors (cyber-CWB), CWB that involve information technology (e.g., adult Internet use, cyberloafing, hacking, cyber harassment). We developed a valid measure to assess cyber-CWB and demonstrate its convergent and criterion-related validity.

#### **Design/Methodology**

This multi-study project utilized systematic literature review for item generation; subject matter expert sorting combined with large-scale survey methodology for scale refinement and structure determination; and cross-sectional surveys of several diverse samples for demonstrating cyber-CWB's nomological network.

#### **Results**

These studies yielded reliable scales to assess cyber-CWB and demonstrated its structure. As anticipated, cyber-CWB also demonstrated convergence with other forms of CWB. Predictor-criterion relationships demonstrated patterns similar to CWB, but relationships varied greatly across specific cyber-CWB clusters.

#### **Limitations**

Although multiple, diverse samples were utilized for scale development and validation, they were restricted to the U.S. workforce. Further investigation is necessary to determine the international generalizability of cyber-CWB.

#### **Implications**

Scholars should include cyber-CWB in their investigations of CWB to adequately represent this important behavioral domain. Because specific clusters of cyber-CWB relate differently to many common predictors, scholars and practitioners should consider the forms of cyber-CWB most concerning in each context to design maximally effective organizational interventions.

#### **Originality/Value**

These studies introduce cyber-CWB, demonstrate its structure, and contribute scales for its valid assessment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

Th-SYM-1832-4

## **Investigating the Relationship Between Integrity and Cyber Counterproductive Work Behaviors**

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### **Main Abstract Content: Purpose**

Although concerning to many organizations, cyber-counterproductivity has yet to garner scholarly attention. Therefore, little empirical evidence exists to guide organizations in addressing these costly behaviors. Ones and colleagues (1993) demonstrated high operational validity for integrity tests predicting counterproductive work behaviors (CWB), and integrity tests are commonly used in personnel selection to effectively manage CWB. In light of the strong evidence of integrity-CWB relationships and the dire need for evidence-based solutions for cyber-CWB, we examined the relationship between integrity and cyber-CWB.

### **Design/Methodology**

We administered a measure of integrity and Mercado's (2016) measure of cyber counterproductive work behaviors to two samples, full-time employees ( $N = 231$ ) and working young adults primarily employed part-time ( $N = 230$ ).

### **Results**

Integrity exhibited strong relationships with cyber-CWB across samples. The theft admissions subscale demonstrated strong positive relationships with overall cyber-CWB in both samples, indicating that individuals who had previously engaged in more theft were substantially more likely to engage in cyber-CWB. In contrast, the attitudes subscale demonstrated moderately strong negative relationships with cyber-CWB in only the sample of full-time employees.

### **Limitations**

This study's cross-sectional, self-report data collection precludes inferences of causality.

### **Implications**

Integrity is a noteworthy predictor of cyber-CWB. Theft admissions, in particular, provide substantial validity to support efforts to reduce and avoid cyber-CWB.

### **Originality/Value**

This study is the first to investigate the relationship between cyber-CWB, a form of work counterproductivity that is alarming to modern organizations, and integrity, a construct that has previously proven powerful in personnel selection settings.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

Th-SYM-1832-5

## **Meta-Analytic Criterion Profile Analysis of the Big Five Predicting Cyberloafing**

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<sup>1</sup>University of Minnesota, Minneapolis, United States

### **Main Abstract Content: Purpose**

Cyberloafing—loafing behaviors manifesting via information technology—causes severe economic detriments through wasted productivity and flagrant misuse of resources. Hence, it is of growing concern for organizations. A recent meta-analysis on cyberloafing sought to capture its voluminous number of antecedents and outcomes. Among their findings was a modest relationship with the Big Five personality factors (Mercado, Giordano, & Dilchert, under review). Utilizing recent developments in multiple regression, this paper sought to better understand this personality-cyberloafing relationship by viewing the particular pattern effects of personality and how they relate to cyberloafing.

### **Design/Methodology**

Big Five intercorrelations and the criterion-related validity were drawn from separate meta-analyses. Criterion Profile Analysis was used to determine pattern and level effects of the Big Five vis-à-vis cyberloafing.

### **Results**

Based on the personality profile of cyberloafers, agreeableness and conscientiousness appear to have negligible influences whereas high extraversion and low emotional stability are the cardinal traits. Openness to experience is more prominent in the pattern than agreeableness and conscientiousness but not as salient as the remaining two.

### **Research/Practical Implications**

While modestly similar findings result from the Criterion Profile Analysis of the Big Five in counterproductive behaviors, the present results adhere more closely to the profile of substance abusers. Combined with the substantial correlation between self-control and cyberloafing, we believe cyberloafing is primarily due to lack of emotional self-regulation.

### **Originality/Value**

Cyberloafing is a behavioral domain still in its infancy and therefore greatly benefits from the insights gleaned herein, especially given the under-utilized Criterion Profile Analysis technique.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

Th-SYM-1832-6

### **Consistent Personality Profiles Predict Deviant Behavior Across Life Domains**

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<sup>1</sup>University of Minnesota, Minneapolis, United States

#### **Main Abstract Content: Purpose**

We examined relations of personality traits to deviant/counterproductive behaviors across work (e.g., CWB, unsafe behavior), school (e.g., cheating), and personal (e.g., unsafe driving, drug abuse) life-domains. Literatures on trait relations with each of these behaviors developed independently, without consideration for whether similar personality profiles contribute to deviance across domains.

#### **Design/Methodology**

We analyzed meta-analytic correlations between Big Five traits and 16 categories of deviant behavior from multiple life-domains using criterion profile analysis. This technique identifies intraindividual trait configurations (within-person patterns of high/low traits) most predictive of deviance. We examined the similarity of personality profiles across behaviors and the relative predictive power of personality pattern and absolute trait level.

#### **Results**

Personality profiles dominated by high Extraversion and low Conscientiousness, Agreeableness, and Emotional Stability, relative to persons' other traits, were most predictive of all deviant behaviors. This pattern indicates that an imbalance between individuals' tendency to pursue opportunity and their capacity to inhibit negative impulses promotes deviance. Relative importance of Conscientiousness, Agreeableness, and Emotional Stability varied across interpersonal, institutional, and self-directed forms of deviance. Overall, personality pattern was more predictive than absolute trait levels.

#### **Limitations**

While we examined many deviant behaviors, some important criteria (e.g., criminal activity) lacked meta-analytic Big Five validity estimates and could not be considered.

#### **Implications**

Identifying a consistent personality profile predicting deviance can help psychologists address maladaptive behavior, promoting well-being across all aspects of individuals' lives.

#### **Originality/Value**

This study uses novel intraindividual methods to integrate personality-deviance research from diverse psychological domains.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Counterproductive Work Behavior***

Th-SYM-1832-2

**Maladaptive Personality and Counterproductive Work Behaviors**

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**Main Abstract Content: Purpose**

The purpose of this presentation is to provide an overview of relations between maladaptive personality variables and counterproductive work behaviors. Relations of the dark tetrad are examined with different forms of CWB. We also examined DSM-V personality inventory's relations with CWB.

**Design/Methodology**

Psychometric meta-analyses as well as primary samples were relied on to estimate dark tetrad-CWB relations. Data from several hundred employed individuals were used for investigating DSM-V personality inventory's relations with CWB.

**Results**

Both the dark tetrad and DSM-V measures of maladaptive personality displayed moderate or sizable relations with CWB constructs. Maladaptive forms of extraversion and openness were found to provide sizable predictive value, a new finding in the literature. Incremental validities over the Big Five personality factors were documented.

**Research/Practical Implications**

Maladaptive personality constructs need to be better integrated into theories of workplace counterproductivity. Organizations can screen for sensitive and high stakes jobs using maladaptive personality measures. Implications for the use of maladaptive personality measures for predicting cyberdeviance are included.

**Originality/Value**

This presentation brings maladaptive personality-CWB links to light, by relying on the full spectrum of maladaptive constructs. Previously undocumented relations were documented with implications for theory and practice.

**Disclosure of Interest:** None Declared

**Keywords:** None

### *Teams and workgroups*

### *Cyberspace and virtual teams*

Sa-SYM-2083-2

### **A team training in virtual reality: How does the shared understanding develop?**

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### **Main Abstract Content: Purpose**

Trainings are costly and time consuming for globally distributed teams. However, in order to collaborate effectively teams have to learn together and develop shared mental models (SMM) representing their goals, roles, capabilities, resources. The study's purpose is to compare shared representations in teams developed during face-to-face and virtual reality (VR) trainings for people supposed to work together in future start-ups.

### **Design/Methodology**

Participants in teams of three participated in the study either in face-to-face or in VR training settings to perform both individual and collaborative tasks with predefined roles. Before and after the sessions questionnaires were used to measure both the accuracy and the similarity of SMMs. We used paired samples t-test to analyse differences in accuracy and similarity.

### **Results**

Neither similarity nor accuracy values of virtual and face-to-face training teams were significantly different from each other thus both training methods provided suitable field for teamwork.

### **Limitations**

Relatively small number of teams and the heterogeneity of the sample are limiting the results' generalisability.

### **Research/Practical implications**

The same SMM similarity and accuracy of virtual and face-to-face trainings points towards the applicability of virtual team trainings in the future. Unlike in previous studies on workplace application of VR we did not experienced major obstacles in usability and presence.

### **Originality/Value**

Using a VR environment for start-up team training proved to be a valuable application of new technology in workplace training. VR is a research and development field in focus and with numerous expectations where effective applications are important steps towards everyday usage.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Cyberspace and virtual teams***

Sa-SYM-2083-1

**Virtual collaboration: Requirements, collaboration mechanisms, leadership and performance in teams**

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<sup>1</sup>Department of Ergonomics and Psychology, Budapest University of Technology and Economics, Budapest, Hungary

**Main Abstract Content: State of the Art:**

Nowadays employees working in teams often collaborate using virtual communication tools. Such environments provide many advantages: reduced travel time, easier recruitment, and cost reduction. Nevertheless, it also comes with a variety of challenges, such as the lack of face-to-face communication, difficulties in establishing shared mental models, and the ambiguity of the leadership role. Research in work and organisational psychology strives to find the best ways to confront these challenges in order to make virtual collaboration more efficient.

**New Perspectives/Contributions:**

Schulze et al. aims to understand what face-to-face and computer-mediated communication competences may share in common as well as how they may differ. This stresses the need of taking the context in consideration when it comes to communication skills measurements. Considering that the development of shared knowledge and skills needs to be aligned with virtual collaboration, Hámornik et al. explore virtual team training as highly relevant in the development of shared mental models. Furthermore, the study of Kost et al. sheds light on the question of what type of leadership behaviours may affect co-presence and subsequently rise of virtual teams' performance. Finally, taking in consideration 'people oriented outcomes' of virtual project teams, as a complementary part of task performance project success, Kenda et al. looks at the well-being and collective productive energy of virtual project employees.

**Research/Practical Implications:**

Looking at the interplay of virtual work related challenges, the symposium provides innovative support and solutions to enhance virtual teams' productivity in light of work and organisational psychology theories.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Cyberspace and virtual teams***

Sa-SYM-2083-5

#### **The role of productive virtual team energy for 'people oriented' performance of virtual project teams**

R. Kenda <sup>1,\*</sup>, B. Vogel <sup>2</sup>, A. M. Graça <sup>2</sup>, C. Hillenbrand <sup>3</sup>

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#### **Main Abstract Content:**

##### **Purpose**

This multilevel study looks at the effect of productive virtual team energy (PVTE) on 'people oriented' outcomes, namely job satisfaction, stress and burnout of virtual project team members. Moreover, it considers trust in leader as a moderator between PVTE and 'people oriented outcomes'.

##### **Design/Methodology**

Data was collected from worldwide located team members of 19 active virtual project teams. PVTE and trust in leader data were aggregated on team level, while 'people oriented outcomes' are considered as individual level. The cross-level moderation is analysed using HLM.

##### **Results**

Surprisingly, results show VPTE to be negatively linked with job satisfaction, while positively linked to burnout. Trust in leader is negatively linked to job satisfaction and positively linked to stress and burnout. Moreover, trust in leader moderates the relationship between PVTE and job satisfaction.

##### **Limitations**

The small sample size prevents us from generalizing the findings.

##### **Research/Practical Implications**

The study provides valuable insights on the effects of collective productive energy in virtual working environment and the role of leader trustworthiness in virtual project teams.

##### **Originality/Value**

The study addresses the growing field of virtual project work, considering the unexplored (e.g. PVTE) variables in these settings. Moreover, the study considers 'people oriented outcomes' as a complementary part of usual task performance when addressing project success.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Discrimination and equality in the workplace*

Fr-SYM-1433-7

**Diverse career development: enhancing work-family enrichment from social dialogue**

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**Main Abstract Content:** State of the Art. Employees engaged in new careers development take a whole-life perspective and are motivated to fulfill values related with their different roles –i.e. work, self, family- (Hall, 2004). Work-family literature has traditionally highlighted the negative effect of work and family interaction (work-family conflict, WFC) on career development. From this perspective, employers, unions and employees have negotiated a wide range of work-family policies (WLPs). Although effective to reduce WFC, the use of WLPs can have severe social and career development consequences, specifically for women and individuals with family responsibilities.

New Perspectives/Contributions. From a positive perspective, work and family may interact positively (work-family enrichment, WFE). Therefore, organizations should value what people bring to their business roles from other roles and should enrich work to provide individuals with resources to effectively perform in other roles. This positive perspective promotes diverse career development. Based on results from empirical research, best practices at macro (organization), meso (team) and micro (individuals) level are proposed to improve enriched and equal work environment. Social dialogue is highlighted as a relevant tool to implement these best practices.

Research/Practical Implications. Best practices are provided to promote social dialogue between employers, unions and employees at macro, meso and micro level.

Originality/Value. The paper focus on positive work-life interaction to promote diverse career development.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Discrimination and equality in the workplace*

Fr-SYM-1433-9

**A safe place for all: Social dialogue and workplace harassment**

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<sup>1</sup>University of Huddersfield, Huddersfield , United Kingdom

**Main Abstract Content:** State of the art. Tackling harassment in the workplace is important for creating inclusive and safe environments. The use of HR processes such as grievance and disciplinary procedures to deal with allegations of harassment requires complaints to be dealt with on an individual, rather than collective basis. The role of social dialogue in addressing social group harassment at the workplace-level, as opposed to direct and indirect discrimination, is relatively underdeveloped and therefore requires more attention.

New perspectives/contributions. Positioning harassment in a social, rather than just interpersonal context, the chapter explores the potential and limits of workplace-level social dialogue for setting and enforcing standards around harassment. There is a particular focus on the implications of privatising and personalising problems through the use of private mechanisms such as workplace mediation.

Research/practical implications. Harassment and attempts to deal with it cannot be divorced from social context and workplace-level HR interventions need to be situated in wider organisational and societal structures. Caution should be exercised when encouraging the use of individual and private resolution procedures which risk shifting responsibility for problems onto individuals and thereby potentially operating to exclude the social partners from standard setting and enforcement.

Originality/value. The chapter offers a contextualised consideration of the scope for social dialogue to create safe and inclusive workplaces by both working within, and challenging, HR processes, where such processes ostensibly necessitate approaching collectively objectionable problems of harassment as individual ones.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Discrimination and equality in the workplace*

Fr-SYM-1433-8

**Designing jobs, creating inclusive organisation**

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<sup>1</sup>Maastricht University, Maastricht , Netherlands

**Main Abstract Content:** Our current labour market is ‘exclusive’ rather than ‘inclusive’, because generally organisations tend to select and recruit the best (fittest, healthiest, well-trained) employees to join their staff. As a result people with disabilities or some kind of limitations only get limited opportunities to participate in the labour market, or even in society.

This research outlines a new method that has recently been developed and that facilitates organisations to create jobs for people with limitations (or rather ‘with a distance to the labour market’). The method is based on the principles for job redesign, and aims to create jobs for people with of different levels of qualifications, including those ‘with a distance to the labour market’.

First we outline the backgrounds of the problem, and describe why jobs have become more complex over the past decades, and why this promotes ‘exclusion’ rather than ‘inclusion’. And subsequently we describe our approach that leads to ‘inclusive organisations’.

This also includes the method ‘Inclusive Redesign of Work’, which is outlined in 9 steps.

Some practical recommendations conclude the presentation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Discrimination and equality in the workplace***

Fr-SYM-1433-4

**Inclusive organizations and Discrimination-free Selection**

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**Main Abstract Content:** Personnel selection (PS) is one of the most critical processes in the study of human behavior at work because it determines the efficiency of many other issues of management practices (e.g., training, promotion, turnover). PS is used by organizations to deciding which of the applicants shows the best fit to a job. Consequently, PS represents a ‘barrier to entry’ for individuals into any work organization. In this sense, fairness, equality and non-discrimination in the access to employment in a diverse workplace is a primary objective. Theory and empirical research in PS have shown that this objective can be reached using right procedures with strong psychometric properties (e.g., validity and reliability). This study is organized into three main sections. The first section starts with an introduction about the relevance and state-of-the art of PS in Human Resource Management in Organizations. The second section presents the most relevant personnel selection procedures according to their evidence of criterion-oriented validity, including procedures for assessing constructs (e.g., cognitive ability test, job experience, and personality inventories) and selection methods (e.g., interviews, situational judgment test, and assessment centers). Third section summarizes recent research about discrimination and adverse impact of the different methods and instruments in personnel selection. The fourth section reviews the research on the applicant perceptions and reactions to personnel selection methods and their implications to practice inside the organizational fairness theory. Finally, conclusions and some suggestions to future research and practice are given.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Discrimination and equality in the workplace*

Fr-SYM-1433-5

**Good practices to integrate disability people using socialization processes**

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**Main Abstract Content:** Purpose. This study aims to examine how socialization practices of newcomers with disabilities are carried out in organizations, and to analyse the adequacy of these practices to achieve a good adjustment of employees with disabilities to the workplace.

Design/Methodology. We used two studies. The first one is a cross-sectional research, conducted with a sample of 463 participants (222 employees with disabilities and 241 co-workers) pertaining to 20 organizations (12 companies and 8 disability specific associations). The second is a study with focus groups of HRM and disabilities oriented NGO (10) and interviews with disability people (22).

Results. Newcomers with disabilities reported a higher use of investiture/divestiture tactics in their organizations, followed by serial/disjunctive tactics. Employees with disabilities perceived their co-workers as the main source of support and organizational information. Good practices to integrate organizations' workers who participated in this study are presented.

Limitations. The cross-sectional nature of the study.

Research/Practical Implications. This study advances the knowledge about organizational practices carried out during the entry process of newcomers with disabilities in the organization. It also discusses good practices during the socialization process in order to effectively integrate employees with disabilities in their jobs.

Originality/Value. Most studies on people with disabilities at work have been mainly focused on labour market access and workplace accommodation to their individual needs. However, knowledge about disability integration in standard jobs, and on adjustment process of people with disabilities, once they have accessed to a job position and started to work, is hardly anecdotal.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Discrimination and equality in the workplace***

Fr-SYM-1433-2

**Applying management standards to develop diverse and inclusive workplaces**

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**Main Abstract Content:** The British Standards Institution (BSI) recently launched a new standard entitled ‘Valuing people – management system – requirements and guidance’ (BS76000). Its premise is that people are inherently valuable – they are an organisation’s biggest asset and should be treated as such. The standard provides a framework for any organisation, irrespective of size and operating context, to put processes in place that will help catalyse that relationship. A set of Codes of Practices (CoPs) will support the practical application of the standard, the first of which focuses on diversity and inclusion (DI), the development of which is the aim here.

Method-wise, the development of the standard/CoP was supported by an evidence-based literature review by a collective of academic experts. Facilitated by the BSI, the CoP was developed by a writing panel consisting of 20 members representing organisations within the private, public and third sectors, and revised following a public consultation process.

Supported by a business case, the CoP requests organisations to deliver on five actions: setting objectives for DI and measuring and evaluating progress; reducing the opportunity for bias to influence decision-making; mobilising resources to target under-represented groups; developing a culture that embraces diversity and inclusion; and finally, influencing others, e.g. supply chains in adopting these actions. Focusing on the organisation itself, the normative management requirements to deliver diversity and inclusion are structured under the headings ‘getting in’, ‘staying in’, and moving on’. Bench-marking is assumed to influence the uptake of the standard.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Discrimination and equality in the workplace***

Fr-SYM-1433-3

**Inclusive recruitment? Hiring discrimination against older workers**

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<sup>1</sup>Anglia Ruskin University, Cambridge, United Kingdom, <sup>2</sup>University of Cyprus, Nicosia, Cyprus

**Main Abstract Content:** Purpose. In the current study, we examine potential demand-side barriers to older UK men and women finding employment by exploring hiring behaviour, specifically interviewing behaviour by utilising an experimental technique; the so-called correspondence test.

Design/Methodology. Pairs of matched applications (one from a fictitious 28-year-old male/female applicant and one from a fictitious 50-year-old male/female applicant) were sent to employers with a variety of job openings for restaurant workers, sales assistants, factory workers and office secretaries. Firms' responses to the applicants, i.e. invitations for interview, were then recorded.

Results. The outcomes suggest that when two applicants engage in an identical job search, the older applicant would gain fewer invitations for interviews regardless of her/his experience or superiority for the appointment. Older applicants face higher occupational access constraints for blue-collar jobs than white-collar/pink-collar jobs, and that women face greater age discrimination than men. Worryingly, the outcomes suggest that older applicants gain poorer access to vacancies than younger applicants irrespective of written commitments to equal opportunities.

Limitations. This study has focused on limited occupations, applicant profiles and regions. As a result, firm generalisations are not feasible.

Research/Practical Implications. Collaboration between social planners and trade unions should produce and adopt anti-ageism policies in the workplace. Firms need to ensure that shared values and beliefs, as well as policies, practices and procedures are not age-discriminatory but recognise the strengths and potentials of workers from different age groups.

Originality/Value. This study is the first since the UK Equality Act 2010. It suggests that legislation has not been sufficient to eliminate age discrimination.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Discrimination and equality in the workplace***

Fr-SYM-1433-6

**Possible Risks of (Meta) Stereotyping for Vulnerable Workers' Career Development: An Illustration of Older Workers in Lower Skilled Work Environments**

P. Peters <sup>1,\*</sup>, B. Van Der Heijden <sup>1</sup>, D. Spurk <sup>2</sup>, A. De Vos <sup>3</sup>, R. Klaassen <sup>1</sup>

<sup>1</sup>Radboud University, Nijmegen, Netherlands, <sup>2</sup>Bern University, Bern, Switzerland, <sup>3</sup>Antwerp Management School, Antwerp, Belgium

**Main Abstract Content:** Purpose. Sustainable HRM implies individuals and organizations to share responsibility for employability, also for vulnerable worker categories. This study examines the relationship between workers' age group (older, middle aged, younger) and self-reported employability, and how this is moderated by individuals' perceptions of negative (meta) stereotyping regarding older workers' productivity, adaptability, and reliability.

Design/Methodology. Employing data from low-skilled supermarket workers (N= 98), we tested a set of hypotheses derived from socio-emotional selectivity and self-categorization theory.

Results. Moderated regressions showed older workers to report lower employability (anticipation and optimization, corporate sense, balance), especially when they perceived negative (meta) stereotyping (impacting occupational expertise, anticipation and optimization, corporate sense, balance). Despite the negative correlation between chronological age and negative stereotypes, age and negative (meta) stereotypes obviously refrained older workers from developing employability.

Limitations. Especially given the small sample size and cross-sectional nature of our data, future research is needed to validate our findings.

Research/Practical Implications. In view of ever-increasing labor-market flexibility and technological developments, (lower-skilled) work becomes more uncertain. Opening up multiple career paths with SCD becomes key. To combat (meta) stereotyping among older and other workers, we argue that HR practices, particularly social dialogue, can contribute to a climate of inclusion by paying attention to, stimulating ambition among, and create career opportunities for vulnerable workers.

Originality/Value. Our study focused on employability of an under-studied worker population and how this is being influenced by personal factors (age and perceived negative (meta) stereotyping).

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Discrimination and equality in the workplace*

Fr-SYM-1800-3

## Implications of Generational and Age Metastereotypes for Older Adults at Work

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<sup>1</sup>Columbia University, <sup>2</sup>Teachers College, Columbia University, New York, United States

### Main Abstract Content:

**Purpose:** There is overwhelming evidence that negative age stereotypes lead to social devaluation of older adults and can impair their sense of agency at work. However, research suggests that generational (e.g., Baby Boomer) stereotypes are relatively more positive and may potentially empower older adults at work. This study explored how *age* vs. *generational metastereotypes* (i.e., what people think other people believe about their age group/generation) may affect older adults' sense of agency and stereotype threat and, consequently, their job search self-efficacy.

**Design/Methodology:** We conducted an experiment including  $N=183$  participants between 50 and 79 years. We primed respondents to think about either age or generational metastereotypes. We then explored the extent to which these metastereotypes influenced job search self-efficacy through perceptions of agency and age-based stereotype threat.

**Results:** Findings from SEM supported our hypotheses. Perceptions of agency and stereotype threat mediated the effect of age vs. generational metastereotypes on job search self-efficacy. In addition, the impact of age compared to generational metastereotypes was moderated by respondent age, such that effects increased with advancing age.

**Limitations:** It remains to be tested how age compared to generational metastereotypes affect actual job-search behaviors.

**Research/Practical Implications:** Our results suggest that encouraging older adults to identify with their generational membership in contrast to their age, may have positive implications for job search perceptions and ultimately behaviors.

**Originality/Value:** We demonstrate that generational metastereotypes can help older employees increase their sense of agency and mitigate age-based stereotype threat leading to higher levels of job search self-efficacy.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Discrimination and equality in the workplace***

Fr-SYM-1800-4

**Facial Age-Based Discrimination in Personnel Selection**

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**Main Abstract Content:**

**Purpose:** The present research examines the impact of facial age appearance on hireability ratings and impressions of physical and of cognitive fitness as underlying mechanisms as well as an intervention strategy to overcome facial age-based discrimination.

**Design/Methodology:** In both studies (Study 1: N = 648; including human resource professionals and laypersons; Study 2: N = 383; MTurk), participants received a job advertisement (travel agent) and one candidate to evaluate. Candidate's age was presented via chronological age (varied by date of birth, 30 versus 50 years) and via facial age appearance (varied by photographs, 30- versus 50-year-old-looking).

**Results:** In both studies, older-looking candidates received lower hireability ratings, independent of the candidates' chronological age. This age bias was due to less favorable impressions of physical fitness and cognitive fitness, both of which predicted perceived hireability independently of each other. Moreover, we showed that this age bias was reduced when the candidate signaled that he or she was physically or cognitively fit.

**Limitations:** Future research may consider a more ecologically valid research paradigm to increase the generalizability of these findings, for instance, a within-subjects design where participants will have to evaluate more than one candidate.

**Research/Practical Implications:** Population ageing leads to more age-diversified workforces, thus equal opportunities of older and younger candidates in personnel selection procedures are of high importance.

**Originality/Value:** In the present research we drew on theories of impression formation and lack of fit to develop and test a model of how facial age appearance impact hireability ratings.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Discrimination and equality in the workplace*

Fr-SYM-1800-5

**Reducing Age Discrimination through Impression Management**

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<sup>1</sup>University of Lausanne, Lausanne, Switzerland

**Main Abstract Content:**

**Purpose:** Reducing age discrimination is a pressing issue. Drawing on theorizing on social identity and impression management (IM), this research examines specific impression management strategies through which older applicants themselves can diminish negative stereotyping and discrimination during the employment interview.

**Design/Methodology:** Participants were 515 university students (50.29% female, Mage=22.87, SD=3.79). The study followed a 2 (candidate age: young, old) x 2 (IM: low, high), x 5 (age stereotype domain: technology skills, ability to learn, adaptability, ability to handle pressure, achievement orientation) between-subject design. Participants assumed the role of a hiring manager for a travel agent position and reviewed an interview excerpt of a male candidate. They were provided with a job description and a CV, containing the age manipulation. Depending on the experimental condition the candidate either engaged in high IM or presented a low level of IM. Finally, participants rated the candidates' hirability.

**Results:** Results showed that older candidates who used IM tactics intended to contradict common older worker stereotypes were perceived as more hireable than those who did not. However, despite this positive effect, discrimination persisted and older candidates were consistently rated as less hireable than their younger counterparts.

**Limitations:** The manipulated stereotypes were not matched with the competences required for the job.

**Research/Practical Implications:** This study opens new research avenues for the role of IM in mitigating age discrimination.

**Originality/Value:** The first papers to explore the measures older candidates can take to reduce age discrimination.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Discrimination and equality in the workplace*

Fr-SYM-1800-2

**Intergenerational Tensions in the Workplace and Beyond: Individual, Interpersonal, Institutional, and International**

M. North <sup>1,\*</sup>

<sup>1</sup>New York University Stern School of Business, New York, United States

**Main Abstract Content:**

**State of the Art:** Today's older worker population represents the most sizeable, visible, healthy, and active one in modern history. Nevertheless, these apparent benefits conceal a related potential cost: an intensification of *prescriptive* expectations ("shoulds") for older adults to step aside and pass along certain resources to younger generations.

**New Perspectives/Contributions:** Across multiple levels, I show how these expectations are inherently intergenerational—endorsed most strongly by the young, and most significantly targeting the old. First, at the *individual* level, I identify the types of resources that drive these intergenerational tensions, centering on active Succession of enviable resources (e.g., retiring from employment), passive Consumption of shared resources (e.g. limiting healthcare usage), and avoidance of symbolic Identity resources (e.g., eschewing popular music). Next, at the *interpersonal* level, experimental paradigms show how these tensions manifest in the context of cross-generational perception and interaction. At the *institutional* level, I then demonstrate how changing macro-level perceptions of intergenerational resource scarcity can shift the intensity of these tensions in work contexts. Finally, I show how resource tensions drive modern perceptions of older adults at the *international* level—including nations often believed to be particularly reverent of their elders.

**Research/Practical Implications:** I discuss the implications of these subtle, intergenerational tensions for both organizational theory and practical arenas in management and policy.

**Originality/Value:** This review provides evidence that if workplaces are going to function most effectively, minimizing intergenerational tension is critical and that such efforts need to occur at multiple levels (e.g., individual managers and organizations).

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Discrimination and equality in the workplace***

Fr-SYM-1800-1

**Promoting Age Diversity and Preventing Age Discrimination in the Workplace**

M. C. Kaufmann\*, M. North

**Main Abstract Content:**

**State of The Art.** Population ageing poses various challenges to economies and organizations in particular. This symposium will showcase new theoretical approaches and empirical research on the conditions and mechanisms of age discrimination in the workplace.

**New Perspectives/Contributions.** First, Michael North reviews how intergenerational dynamics play out in the modern workplace. The ability for generations to work together productively has strong implications for a range of organizational outcomes. Companies and managers who successfully harness the power of intergenerational collaboration stand to benefit the most. To benefit from an age-diversified workforce, older people compared to younger ones need to have equal opportunities in personnel selection. Thus, the empirical research outlines older people's job searches barriers and how they can be circumvented. David Weiss provides the first such evidence, showing that age connotes metastereotypes (i.e., what people think other people believe about their age group) affect older adults' job search self-efficacy. Next, Michèle Kaufmann describes why older-looking applicants face discrimination in hiring decisions and how this age bias can be circumvented. Irina Gioaba then presents her research about how specific impression management strategies can help older applicants to diminish discrimination during the employment interview. Finally, Lisa Finkelstein will lead the discussion and make general recommendations for organizations in considering the presented contributions.

**Research/Practical Implications.** The present contributions are directed toward understanding practical issues associated with age discrimination in the workplace and thus have the potential to significantly benefit organizations as well as their employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Discrimination and equality in the workplace*

Fr-SYM-1433-10

**Social dialogue: promoting inclusion, combating discrimination – the case at BNP Paribas Fortis**

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**Main Abstract Content:** The workforce in European companies has become more heterogenic in the last years, challenging the organizational climate, adaptability and creativity processes in the company. This impacts the decisions that the social actors take in order to improve the conditions and well-being of this workforce. These decisions in Europe are taken in the framework of social dialogue.

In this study we analyze the concepts of social dialogue, diversity and inclusion and the reinforcements and links between them. We focus at the organizational level, rather than at a national or sectoral level. We show the case of BNP Paribas Fortis, one of the biggest company in Belgium (over 18000 employees) to understand how diversity is managed and how inclusion can be promoted. In that, we conclude that social dialogue has played in the last years a key role to increase social justice and combat discrimination. We aim to inspire other companies and to develop social dialogue as a tool for inclusion in organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Discrimination and equality in the workplace***

Fr-SYM-1433-1

**Shaping inclusive workplaces through Social Dialogue: Good practices from the international arena**

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<sup>1</sup>Social Psychology, University of Seville, Seville, Spain, <sup>2</sup>KU Leuven, Leuven, Belgium

**Main Abstract Content:** Chairpersons: Donatella Di Marco & Martin Euwema

Discussants: Alicia Arenas & Lourdes Munduate

Contemporary labor markets represent a scenario where diversity is increasingly present. The recognition of women's and social minority's rights, the population aging, the elimination of spatial barriers and, consequently, the heterogeneity of society, contribute to more diverse organizations. In doing so, inclusive organizations are focused on values that empower open-mindedness, foster constructive conflict, value new perspectives, and avoid judgmental attitudes, promoting social innovation.

For this aim, Human Resource Management (HRM) policies and practices are the formal and informal rules that structure workers' rights, entitlements, opportunities and voice. They shape working interactions between key actors (e.g., employees, supervisors, employee representatives, trade unions, governments, etc.), influencing how organizations develop. In this aspect, social dialogue plays an important role as social innovation strategy. It asks for open dialogue and constructive negotiations between actors involved in order to a) promote a change of attitudes, behaviors and competences on diversity and inclusion, b) develop effective policies and procedural aspects to improve inclusion of vulnerable groups at work.

In this symposium we present the main ideas and contributions of the handbook "Shaping Inclusive Workplaces through Social Dialogue" edited by Springer International, which synthesize key illustrative experiences of inclusion in relevant HR processes, such as Recruitment and selection, Onboarding/socialization, Assessment & Remuneration, Training and Development, Career development, Workplace design (Health & Safety) and Employee relations based on research carried out in different countries and from different disciplines. The symposium is focused on the key role of social dialogue for the construction of HR inclusive and fair processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Th-SYM-2009-1

**Gender and the leadership lifespan in context: From becoming to being a (female) leader**

P. W. Lichtenthaler <sup>1,\*</sup>, T. Hentschel <sup>2</sup>, A. Fischbach <sup>1</sup>

<sup>1</sup>German Police University, Münster, <sup>2</sup>TUM School of Management, TU Munich, Munich, Germany

**Main Abstract Content: State of the Art:** More women are working than ever before, yet they remain underrepresented in higher leadership positions. Despite time, packed pipelines at many bachelor's and master's levels, as well as multi-faceted organizational diversity efforts (e.g., implicit bias and leadership trainings), work settings continue to reflect societal gender biases

**New Perspectives/Contributions:** Much of the existing research on gender biases and leadership has focused on leaders' qualities and behaviors, or predictors of gatekeepers' selections (e.g., sexist attitudes). However, many female employees are lost already before reaching leadership positions, often due to factors beyond the individual. Thus, this symposium provides new insights on gender biases at work focusing on the broader leadership lifespan in context. First, Schaumberg (USA) shows that focusing on personal instead of social power heightens women's leadership aspirations. Second, Henningsen (Switzerland) demonstrates the importance of evaluators' fairness perceptions when hiring based on preferential selection policies. Third, Hentschel (Germany) shows how the initial allocation of work tasks consistent with gender stereotypes can have negative career consequences for women later on. Fourth, Lichtenthaler (Germany) presents evidence on how violating emotional gender stereotypes represents an obstacle for female leaders. Finally, Gloor (Switzerland) demonstrates that team gender demography overrides leader gender bias in evaluations.

**Research/Practical Implications:** This symposium provides a comprehensive understanding of how gender bias works at different career stages. It advances scholarship with novel findings on interventions and policies that shape the talent pool from which leaders are selected as well as the contexts within which leadership is enacted.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Diversity in the workplace*

Th-SYM-2009-6

**Emotional contagion processes in leader-follower interactions, a threat for female leaders**

P. W. Lichtenthaler <sup>1,\*</sup>, A. Fischbach <sup>1</sup>, T. Hentschel

<sup>1</sup>German Police University, Münster, Germany

**Main Abstract Content: Purpose:** To fulfill their leadership role, leaders also have to express negative emotions. Leaders' expressed negative emotions are functional as they promote followers' attention to details and detection of errors and problems. However, leaders' negative emotions can come with the costs of attenuating followers' ratings of leader effectiveness and likability through emotional contagion processes. Building on theory and empirical findings on the role of negative emotions in leadership, gender stereotypes of leaders' emotions, and the emotions as social information model, we propose that the negative direct and indirect effects of leaders' negative emotions on followers' interaction satisfaction will be stronger for female leaders than for male leaders.

**Design/Methodology:** We used an event-sampling approach ( $N = 413$  leader-follower interactions), where after an interaction leaders ( $N = 60$ ) rated their expressed negative emotions and followers their experienced negative emotions and interaction satisfaction.

**Results:** Multilevel analyses showed that leaders' negative emotions were directly negatively related with followers' interaction satisfaction and indirectly through followers' negative emotions. Moreover, for female leaders the direct and indirect negative effect of expressed negative emotions on followers' interaction satisfaction was significantly stronger than for male leaders.

**Limitations:** We used an overall measure of negative emotions, so we could not investigate the effects of specific negative emotions (e.g., anger vs. sadness).

**Research/Practical Implications:** Leaders' negative emotions come with the cost of unsatisfied followers, and that this effect is more pronounced for female leaders. The findings of our event-sampling field study are in line with previous laboratory studies on emotions in leadership.

**Originality/Value:** This study adds to research on gender-stereotypes of emotions in leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Th-SYM-2009-4

**It's a man's work - Career effects of gender-biased task allocation decisions**

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**Main Abstract Content: Purpose** Organizations try to avoid bias against women in hiring decisions through structuring decision-making procedures. But preventing bias at any one point in time does not assure a bias-free decision. In this study we look at how the initial allocation of work tasks consistent with gender stereotypes can lead to different career consequences for men and women.

**Design/Methodology:** Study 1 (N = 56) employed a within-subject design to test whether women and men would be more or less likely to be allocated to tasks requiring agency (e.g., analytical skill) or communality (e.g., people-orientation). Study 2 (N = 125) employed a between-subjects design to test whether having prior work experience on tasks requiring agency and communality affected hiring recommendations for a management trainee position.

**Results:** Study 1 showed that women were less likely than men to be allocated to tasks requiring agency and more likely to be allocated to tasks requiring communality. Study 2 showed that both men and women who had worked on tasks requiring agency (versus communality) were more likely to be hired.

**Limitations:** Studies were conducted with student samples. Though stereotypes are shared by members of a culture, a field study could corroborate these findings.

**Research/Practical Implications:** Unintended early bias in task allocation decisions can have insidious effects on later career decisions.

**Originality/Value:** Research on gender stereotypes has often focused on bias in the here-and-now. We showed that even when there is no bias in the present, residual bias from earlier employment decisions can limit women's career progress.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Th-SYM-2009-3

**When selection policies work and when they backfire: The role of procedural fairness perceptions in hiring processes**

L. Henningsen <sup>1,\*</sup>, L. Horvath <sup>2</sup>, K. Jonas <sup>1</sup>, P. Lichtenthaler, T. Hentschel, A. Fischbach

<sup>1</sup>University of Zurich, Zürich, Switzerland, <sup>2</sup>TU Munich, Munich, Germany

**Main Abstract Content: Purpose:** The use of preferential selection policies has been found to negatively affect evaluators' judgments of minority applicants' competence and to impair beneficiaries' as well as non-beneficiaries' fairness perceptions of the hiring process. However, the effects of procedural fairness perceptions in selection processes have yet not been investigated from the evaluator's perspective.

**Design/Methodology:** In an online experiment with 218 mid-level faculty members and students of the economic sciences, we manipulated the selection policy (excellence-based vs. preferential selection) in a job advertisement for a professorship position. Participants were asked to evaluate the competence and hireability of two applicants (female vs. male) and to indicate the perceived fairness of the selection process.

**Results:** The results showed that female evaluators, who perceived the preferential selection process as unfair, rated the male applicant more competent and hireable than the female applicant. Female evaluators, who rated the preferential selection procedure as fair, rated the female applicant more competent and hireable. Contrary to our expectations, male evaluators regarded the female applicant as more competent than the male applicant, regardless of whether they perceived preferential selection as fair or unfair.

**Limitations:** Although our sample was of particular interest since academic mid-level faculty act as members of selection committees in German-speaking countries, we did not survey actual selection committee members.

**Research/Practical Implications:** Preferential selection policies can have positive effects for minority group members when evaluators' fairness perceptions are taken into account.

**Originality/Value:** To our knowledge, research has yet not investigated the effects of evaluators' procedural fairness perceptions in selection processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Th-SYM-2009-5

**Fix the game, not the dame: A team intervention for gender equality in leadership**

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**Main Abstract Content: Purpose:** The leadership literature shows a consistent, sizeable, and persistent effect such that female leaders face significant biases in the workplace compared with male leaders. However, the social identity literature suggests these biases might be trumped at the local team level.

**Design/Methodology:** Integrating these perspectives, we conduct a multiple source, two-wave, multi-level randomized field experiment to test if local team gender trumps the broader leader gender bias. Using 927 followers nested within 70 teams, we manipulated team gender demography with male majority (20% women) or gender-balanced (50% women) teams. Leaders were trained and spent 6 hours with their teams, after which we examined followers' and leaders' ratings of leader prototypicality.

**Results:** As expected, male and female followers rate male leaders as more prototypical leaders than female leaders despite no differences in leaders' self-reported prototypicality; however, this male leadership advantage is eliminated in gender-balanced teams.

**Limitations:** Our participants completed ratings after extended interaction with their team members and leaders, yet all were students and thus, approximate a more modern, flatter hierarchy.

**Research/Practical Implications:** Findings support the social identity model of organizational leadership and indicate a boundary condition of role congruity theory, bolstering our need for a more social relational, context-based approach to leadership.

**Originality/Value:** Our findings promote team construction as a method to "fix the game" (rather than "fix the dame", or change the female leaders) for gender equality in leadership evaluations without training or backlash towards female leaders.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Th-SYM-2009-2

**Focusing on personal power boosts women's career and leadership aspirations**

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<sup>1</sup>New York University, <sup>2</sup>Stony Brook University, New York, United States

**Main Abstract Content: Purpose:** Some suggest that women have lower career aspirations than men and that this partially accounts for gender differences in career advancement. We challenge this conclusion. We integrate work on ambient belonging with social role theory to suggest that the way in which we discuss the outcomes of career advancement undermines the extent to which women's career aspirations are realized. We hypothesize that focusing on how career advancement increases their personal power (i.e., control over oneself) instead of their social power (i.e., control over others) increases women's career and leadership aspirations to levels that are equal to or greater than men's.

**Design/Methodology:** To test our predictions, we manipulated whether participants ( $N=882$ ) focused on the positive effects of career advancement for their personal or social power and assessed the effect on their career and leadership aspirations.

**Results:** Results of 2 (Participant gender: male, female) x 2 (Outcome frame: increase in personal power, increase in social power) ANOVAs support our prediction.

**Limitations:** Potential long-term effects and industry-specific moderators have yet to be tested.

**Research/Practical Implications:** Our work suggests that focusing on the positive effects of career advancement for their personal power increases women's career and leadership aspirations to levels equal to or greater than men's.

**Originality/Value:** Our work provides a counter perspective to supply-side theories of gender inequity in career advancement by showing that women have similar career aspirations as men but that such aspiration are often masked by subtle cues that suggest women do not belong in high-ranking organizational positions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Fr-SYM-2135-6

**Why Assessing Implicit Motives should be an Integral Part of Management Diagnostics at the C-level**

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**Main Abstract Content: Purpose:** The present research examines the effects of implicit motives (IM) on leadership success in the context of financial crisis. By assessing the achievement, power, and affiliation motive of CEOs, the study contributes to the understanding of how societal expectations lead to differential perceptions of effectiveness in male and female leaders.

**Design/Methodology:** The study samples 50 male and 50 female CEOs. Archival data is collected to measure IM and financial performance. IM are measured by means of Winter's (1994) manual for scoring motive imagery.

**Results:** Past research has shown no gender difference in the need for power and the need for achievement. My argument concludes, however, that the crux for leadership effectiveness during crisis is a leader's need for affiliation, which was found to be higher in women than in men (Schultheiss & Brunstein, 2001). These results are expected to be replicated in this study.

**Limitations:** Small sample size.

**Research/Practical Implications:** Despite evidence suggesting no gender difference in leadership effectiveness (Eagly, Karau, & Makhijani, 1995), women are still underrepresented in C-level positions. Integrating an assessment of IM into management diagnostics and recruitment practices can have beneficial consequences for women's careers.

**Originality/Value:** This research is the first of its kind to systematically investigate differences in IM of top-managers in a gender-balanced sample. The goal was to address inconsistent findings in the literature regarding the best motive combination for leadership effectiveness. By introducing gender as a moderator, it contributes to the research suggesting that IM have differential effects in men and women.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Fr-SYM-2135-5

**Women's Motivation Matters: A Review on Women and Leadership**

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**Main Abstract Content: State of the Art:** There is still an underrepresentation of women in the top management of organizations despite an increasing proportion of women making their way to the top. Much of the literature on barriers to women's career advancement has focused on the demand side, such as institutional and structural factors hindering women to achieve top management positions. Less research targets the supply side, more specifically women's aspirations and motivation to pursue leadership roles.

**New Perspectives/Contributions:** This study reviews the leadership motivation literature and finds it dominated by two theoretical approaches; First, motivation to lead distinguishes affective, non-calculative and social-normative components that underlie differences in aspiring a leadership role. A second approach follows McClelland and Boyatzis' (1982) idea of a leadership motive pattern. Much of this research focuses on power motivation, characterized by differences in the desire to influence others, which is argued to relate to whether or not to pursue a leadership career. First attempts have been made to integrate the two approaches and also to analyze gender differences. Still, systematic research is scarce and influential theories of work motivation have been neglected.

**Research/Practical Implications:** The review shows that systematic comparisons of differences between men and women in leadership motivation are at the beginning and would benefit from theoretical integration. Also core theories of work motivation in general remain unexplored in whether they apply in the leadership domain or not.

**Originality/Value:** By picturing the current state of research on leadership motivation concepts and gender differences this study advances theory development and provides practical implications for creating conditions to close gender gaps.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Fr-SYM-2135-2

**Women's and Men's Stress Responses in Job Interviews for a Leadership Position**

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<sup>1</sup>University of Bern, Bern, <sup>2</sup>University of Fribourg, Fribourg, Switzerland, <sup>3</sup>Northwestern University, Illinois, United States

**Main Abstract Content: Purpose:** The present research investigated women's and men's diverging self-evaluation. We developed a model to predict the diverging self-evaluation of women and men in leadership selection, by integrating stress theoretical explanations (e.g., Baumeister, Campbell, Krueger, & Vohs, 2003) with the explanations provided by the role congruity theory (Eagly & Karau, 2002) and the lack of fit model (Heilman, 1983; 2012).

**Design/Methodology:** Within an adapted Trier Social Stress Test (TSST) participants (88 women/93 men; all business students) received a fictitious job advertisement for a junior leadership position. After the job interview participants were asked to indicate their self-evaluation for the advertised junior leadership position.

**Results:** Women's lower self-evaluation of their performance was explained by women's lower self-esteem which predicted their higher stress responses, followed by a decreased self-ascribed job fit and finally resulted in their unfavorable self-evaluation in a job interview for a leadership position compared to men.

**Limitations:** The sample consisted exclusively of students.

**Research/Practical Implications:** The persisting underrepresentation of women in leadership positions has wide-ranging negative consequences for women (Barreto, Ryan, & Schmitt, 2009). The results provide the knowledge to design interventions strategies to support women striving for such powerful position.

**Originality/Value:** The current research contributes significantly to the existing research by integrating different theoretical approaches to explain women's and men's diverging self-evaluations in leadership selection.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Diversity in the workplace*

Fr-SYM-2135-3

**Status Conflict: Gender and Professional Status**

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**Main Abstract Content: Purpose:** The social identity approach predicts that individuals prefer to associate with high-status rather than low-status groups. However, beyond this reasonable prediction, there is a paucity of research examining the impact of co-existing identities of different status, and the ways individuals manage this inconsistency. In an attempt to fill this gap, the present research investigates the intersection of inherited and achieved identities in the workplace, and its impact on social identification, perceived discrimination, and self-evaluation.

**Design/Methodology:** In an experiment (249 students) and a correlational study (209 workers) we inferred participants' inherited status from their gender (female = low vs. male = high). Achieved status consisted of professional attainment (employee = low vs. manager = high). It was experimentally manipulated in Study 1, and was inferred from participants' sociodemographics in Study 2. Status-inconsistent groups were female managers and male employees.

**Results:** Both studies show similar results for group-trait-evaluations: Members of status-inconsistent groups (but not status-consistent groups) viewed their achieved groups as different from their inherited group. Moreover, Study 2 shows that their identification levels with their achieved and inherited groups differed, and that they felt more discriminated against compared to members of status-consistent groups.

**Limitations:** The impact on actual behaviours should be investigated.

**Research/Practical Implications:** Gender and achieved professional identities interact differently among women and among men. This likely has an impact on people's behaviours which should be attributed to status-inconsistency rather than individuals' personal characteristics.

**Originality/Value:** This research has a full design comparing employees and managers of both genders thereby illuminating effects that are typical for high versus low organisational levels.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Fr-SYM-2135-4

**Strategies for Work-Family Management: The Importance of Career-Family Centrality and Gender**

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<sup>1</sup>Florida International University, Florida, <sup>2</sup>University of South Carolina, Upstate, Spartanburg, <sup>3</sup>University of Alabama, Tuscaloosa, <sup>4</sup>University of South Florida, Tampa, United States

**Main Abstract Content: Purpose:** The purpose of this research is to understand how gender and career-family centrality jointly relate to strategies for the management of work and family roles.

**Design/Methodology:** We collected qualitative interview data from 70 business school alumni from a large southeastern university in the United States. Consistent with a thematic coding approach, data were analyzed in two stages: data familiarization and independent coding by two researchers, followed by cross case coding comparisons.

**Results:** We found that the men and women in our sample were equally likely to adopt 'leaning in' career strategies to help them better provide for their families. Yet, women with family-centric, career-centric, or dual-centric profiles were more likely than men with these profiles to adopt 'leaning back' career strategies for family. We also found that men who were family-centric were more likely than family-centric women to report 'leaning in' career strategies for their families.

**Limitations:** The data are single source and retrospective.

**Research/Practical Implications:** Our findings illuminate how men and women with different career-family centrality profiles manage their work and family demands, and contribute to discussions regarding why we continue to see gender differences in career outcomes like career success and work-life conflict.

**Originality/Value:** Using an inductive emic approach, which privileges the data and the perspective of the participant rather than existing theory and the perspective of the researcher, we develop a taxonomy that unites a fragmented literature and provides a framework that can be used to better understand trends and implications of work-family strategy use.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

Fr-SYM-2135-1

**Gender and Career-related Processes:**

**Examining bio-social constructionist explanations for gender differences in career outcomes**

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**Main Abstract Content: State of the Art**

Career experiences are not the same for men and women, and neither are career outcomes. In particular, there are striking gender discrepancies in earnings and managerial level—so-called objective career success—such that men, on average, earn more and advance into higher managerial levels than women. According to the bio-social constructionist perspective (Wood & Eagly, 2012), men and women's career-related behaviors are affected by both biological and psycho-social factors.

**New Perspectives/Contributions**

Our symposium includes 5 papers which examine aspects of the bio-social model for gender differences in career processes. The 1st paper examines how gender differences in self-esteem and self-evaluation relate to stress responses in job interviews for a leadership position. The 2nd paper investigates the intersection of gender and professional status on social identification, perceived discrimination, and self-evaluation. The 3<sup>rd</sup> paper explores how gender and career-family centrality jointly relate to strategies for the management of work and family roles, including strategies for leaning in and leaning back from careers. The 4<sup>th</sup> paper provides a systematic review and integration of the literature on the differences between men and women in leadership motivation. Finally, the 5<sup>th</sup> paper examines gender differences in Chief Executive Officer's implicit motives to lead.

**Research/Practical Implications**

We elucidate the key individual and contextual factors contributing to gender differences in career processes using several research methods including qualitative and quantitative data, as well as experimental and survey studies. Further, we outline multiple implications for individuals and organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Diversity in work teams***

Th-SYM-1644-1

#### **Using personality type to improve communication: research and practice**

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#### **Main Abstract Content: State of the Art**

Personality type, is used in many organisations for personal and team development. The MBTI-based type model gives a framework which allows individuals to see how they are similar to, and different from, others. Hence type may be useful in helping people to understand the communication needs of others both within and across teams.

This symposium presents four papers exploring how a knowledge of personality type can be used to improve communication, and covers both research findings and practical applications.

#### **New Perspectives/Contributions**

Contributions to this symposium include:

- **Personality type as a key element of social influence.** Research demonstrates how personality type plays a key role in both influencing and being influenced, and how considering personality differences can lead to more effective and persuasive communication.
- **Personality type and communication preferences of virtual workers.** Examines self-reported use of various communication media comparing traditional, mobile and virtual workers, and how personality type influences the use of different technologies.
- **Using personality type to improve email communication.** Research explores personality differences in email use, leading to both general and personality-specific guidelines for improving email communication.
- **Decoding communication issues between MBTI personality types.** Demonstrates how imagery, coupled with a knowledge of personality type, can help individuals understand issues in communication with different personality types.

#### **Research/Practical Implications**

Provides an evidence base for using personality type in communication-related interventions, and suggest avenues for future research. Each paper includes practical advice or guidelines; the overall implications will be drawn together in a summary session.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Diversity in work teams*

Fr-SYM-2372-3

**That's what beliefs are for: Pro-diversity beliefs as drivers of leaders' planning behavior and motivation in teams with strong faultlines**

F. Schölmerich <sup>1,\*</sup>, C. Schermuly <sup>1</sup>, M. Zellmer-Bruhn <sup>2</sup>

<sup>1</sup>SRH Hochschule, Berlin, Germany, <sup>2</sup>Carlson School of Management, University of Minnesota, Minneapolis, United States

**Main Abstract Content: Purpose:** Strong diversity faultlines – hypothetical dividing lines that may split teams into relatively homogeneous subgroups based on their members' diversity attributes – negatively impact team processes and outcomes. We explore factors that may explain why this negative impact is mitigated when leaders and members hold strong pro-diversity beliefs.

**Design/Methodology:** In two experimental studies, one conducted in Germany ( $N=55$ ) and one in the US ( $N=134$ ), students were asked to lead short group discussions in strong faultline teams. We manipulated leaders' and members' pro-diversity beliefs.

**Results:** We found that leaders' planning behavior depended on their pro-diversity beliefs and those they perceived within their team. Moreover, results showed that leaders' perception of members' pro-diversity beliefs was positively related to leaders' task motivation. This relationship was mediated by leaders' performance expectation.

**Limitations:** Due to our experimental design, we could not observe the consequences of leaders' planning behavior and motivation in the team.

**Research/Practical Implications:** Enhancing leaders' and members' pro-diversity beliefs, which in turn impact leaders' planning behavior and motivation, may be a fruitful way to enable teams with strong diversity faultlines to fully benefit from their members' diversity.

**Originality/Value:** This is the first study that simultaneously manipulated leaders' and members' pro-diversity beliefs in teams with strong faultlines. It provides insight into important variables that may mitigate the negative consequences of faultlines: leaders' planning behavior and their motivation.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Diversity in work teams*

Fr-SYM-2372-1

**Team diversity II – New insights on faultlines within diverse teams**

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<sup>1</sup>SRH Hochschule, Berlin, Germany

## **Main Abstract Content: State of the Art**

For quite some time, both researchers and practitioners were puzzled by the contradictory finding that diversity can have both detrimental as well as beneficial effects. Studying faultlines offers one way to solve this problem. Faultlines emerge when members differ in more than one attribute simultaneously. The more such overlapping differences exist, the stronger the faultline, the stronger the salience of distinct subgroups. The accumulated empirical evidence supports the conclusion that strong faultlines are negatively associated group functioning.

## **New Perspectives/Contributions**

In this symposium, we question the negative connotation of faultlines, widen the field of possible outcome variables, and introduce new methodological approaches. Wegge et al. report a positive relationship effect of faultline strength on employee health – a largely neglected variable in diversity research. Schölmerich et al. demonstrate experimentally the role of leaders' diversity beliefs in teams with strong faultlines. Meyer et al. introduce a way to study faultlines at the individual level, allowing an application of faultlines in contexts where employees are part of multiple teams. Finally, Glenz et al. demonstrate an empirical method to select and weight diversity attributes when calculating faultline strength.

## **Research/Practical Implications**

The positive impact of faultlines on employee health and the buffering effect of leaders' diversity beliefs question the assumption that faultlines are always detrimental. The two methodological contributions show new ways in which the faultline concept can be applied to a modern, complex work environment – i.e. multiple team-memberships and a plethora of potentially relevant diversity attributes to choose from.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Diversity in work teams***

Fr-SYM-2372-4

## **Ego-Faultlines: An Individual-Level Perspective on Social Network Ties and Creative Performance in Project Organizations**

B. Meyer<sup>1,\*</sup>, A. Glenz<sup>1</sup>, M. Taracki<sup>2</sup>, L. Greer<sup>3</sup>, S. Thatcher<sup>4</sup>

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### **Main Abstract Content: Purpose**

Organizations increasingly staff employees on multiple projects. This trend dims team boundaries, and thereby challenges research on team diversity and faultlines that has been used to explain how demographic differences affect team interactions and outcomes. To fill this lacuna, we re-conceptualize team boundaries as the set of colleagues with whom a focal employee works across different (project) teams, which we coin employee's organizational project environment (OPE). Within the context of OPEs, we introduce ego-faultlines—hypothetical dividing lines separating a focal individual and similar peers from others based on multiple individual-level attributes. We hypothesize that ego-faultlines relate to network ties, moderated by the amount of time that employees spend working on the same project, and that the emerging network positively affects creative performance.

### **Design/Methodology**

We tested the hypotheses with multi-source data from 493 tax inspectors. This data included the complete social network of the organization and peer-rated creative performance. The proposed mediation model was tested with generalized mixed models and a multilevel distal mediation model. The results support our hypotheses.

### **Limitations**

The data is cross-sectional and some potential process variables were not part of the questionnaire.

### **Research/Practical Implications**

Our study allows many new applications of the faultline construct on the individual level. It allows practitioners a new view on the diversity within their organizations.

### **Originality/Value**

Our study offers a new way to conceptualize complex organizational project environments, and introduces the construct of ego-faultlines to understand how an employee's unique position in an OPE impacts network formation and employee creative performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Diversity in work teams***

Fr-SYM-2372-2

#### **The impact of faultlines on health in production teams: A longitudinal study**

J. Wegge <sup>1,\*</sup>, B. Meyer <sup>2</sup>, F. Jungmann <sup>1</sup>

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#### **Main Abstract Content: Purpose**

Faultlines describe indicators of team composition combining several diversity attributes. Based on theories of social identity and self-categorization, strong faultlines in teams should have negative impacts on individual and team results. In support of this idea, the meta-analysis of Patel et al. (2012) shows that faultlines are negatively associated with various individual and team performance parameters. However, prior research has not analyzed how faultlines impact health of employees. Thus, in this paper we seek to extend the literature by analyzing this relationship. Since strong faultlines make the differences between subgroups salient and lead to more conflict, we hypothesize that faultlines are a social burden yielding in lower health.

#### **Design/Methodology**

We collected data from 90 production teams (n = 989 employees) over 3 times (6 and 12 months apart) and their effect on team-related, objective absenteeism and individual subjective health. Faultlines were based on objective information on sex, age, and nationalities calculated with the ASW-measure (Meyer & Glenz, 2012).

#### **Results**

The results show surprisingly - on the basis of a general, negative trend over the time-points in our sample - that faultlines in teams can be a resource. In teams with strong faultlines decreases in health are less pronounced.

#### **Limitations**

Our longitudinal study does not provide clear evidence for the causal connections between faultlines and improved health.

#### **Research/Practical Implications**

In the discussion, we point to possible explanations for this effect. However, before any interventions are derived for practice, this surprising pattern of results would have certainly to be replicated first.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Teams and workgroups***

### ***Diversity in work teams***

Fr-SYM-2234-1

#### **Team diversity I – New insights on processes within diverse teams.**

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### **Main Abstract Content: State of the Art**

The effects of team diversity, defined as the amount of differences between team members, for organizations and their members are drawing continued attention from both researchers and practitioners. While for a long time there was a heated debate on whether diversity would rather be detrimental or beneficial, the last two decades have seen astonishing progress concerning our knowledge of team-level mediators and moderators of diversity effects.

### **New Perspectives/Contributions**

In this symposium, we take a closer look at the influence of structures, roles, and perceptions of individuals *within* teams. Homan et al. report on challenges of leaders that are younger than their team, and how this shapes leader and employee perceptions. Buengeler et al. demonstrate the critical role of leader goal orientation for deciding whether diversity training should be aimed at leaders or their teams. Van Dijk et al. show that stereotypes can harm or help team performance, depending on their accuracy. Finally, Stegmann et al. demonstrate that individual team members' identification with diversity is associated with individual information elaboration, contingent on team identification and diversity beliefs.

### **Research/Practical Implications**

The four contributions illustrate the added value of looking beyond team-level factors in diversity research. Studying internal role structures, individual diversity-related perceptions and attitudes, stereotypes, and various levels of social identification is likely to add a more nuanced view to diversity effects in organizations. From a practical perspective, these aspects open up new ways to help diverse teams and their leaders to harvest their full potential.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Diversity in work teams*

Fr-SYM-2372-5

**Selecting and weighting diversity attributes for faultline calculation**

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<sup>1</sup>University of Zürich, Zürich, Switzerland, <sup>2</sup>TU Chemnitz, Chemnitz, Germany

**Main Abstract Content: Purpose**

One of the most demanding challenges in faultline research to date is to develop directives on how to select an appropriate set of attributes and how to account for unequal relative relevance of these attributes when the strength of faultlines is calculated. We suggest that attribute weights signify the relevance of diversity attributes in a given context. Hence, the faultline calculation may incorporate data from any number of attributes, while the extent to which each attribute contributes to the resulting faultline measure is controlled by the attribute's weight.

**Design/Methodology**

We developed an extension to the ASW faultline calculation method that supports the determination of team faultlines based on weighted attribute. Furthermore, we propose an algorithm to empirically extract optimal attribute weights from organizational team data for a given team outcome.

**Results**

Empirical analysis has shown that the predictive validity of faultline strength calculated from weighted attributes exceeds its non-weighted alternative for the majority of dependent variables.

**Limitations**

It remains to be tested under which conditions attribute weights can be conveyed between contexts. The calculation of optimal attribute weights requires extensive computing resources.

**Research/Practical Implications**

The extended ASW method enables researchers and organizational diversity managers to reveal the relative importance of multiple diversity dimensions for a given team outcome, and it enhances the robustness and predictive validity of empirical results.

**Originality/Value**

To our knowledge, the method is the first to calculate faultlines based on weighed attributes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Diversity in work teams***

Fr-SYM-2234-2

#### **Being Younger = Being at Double Jeopardy: The Role of Leader and Ingroup Prototypicality for Team Leaders**

A. Homan<sup>1,\*</sup>, S. Schreiber<sup>2</sup>, S. Voelpel<sup>3</sup>, C. Buengeler<sup>4</sup>, S. Gündemir<sup>5</sup>, C. Schwieren<sup>2</sup>

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#### **Main Abstract Content: Purpose**

Using the social identity theory of leadership and implicit leadership theory, we explain why being younger than the team that you lead constitutes a liability. By failing to fit both an ingroup and leadership prototype, younger leaders and their followers should experience less leader legitimacy and perceive higher age salience, resulting in inferior outcomes.

#### **Design/Methodology**

We used archival data (Study 1;  $N=430$  organizational teams), field experiments (Studies 2a-2b;  $N=215$  followers and 235 leaders), and a field study (Study 3;  $N=280$  leaders) in Germany to test the role of leader age relative to the team's age in predicting leader legitimacy, salience of age, and a variety of organizational outcomes.

#### **Results**

Results show that younger leaders and their followers reported more salience of age and lower leader legitimacy, which in turn predicted more turnover and absenteeism, lower satisfaction, and less effective leadership behaviors.

#### **Limitations**

It remains to be seen whether our results are applicable to different organizations and diverse national cultures.

#### **Research/Practical Implications**

We extend previous research on leader age by integrating and testing two theoretical explanatory accounts addressing leader prototypicality. From a practical perspective, the underlying processes, leader legitimacy and age salience, guide interventions to help younger leaders overcome their double jeopardy.

#### **Originality/Value**

Despite some previous research on the effects of (younger) leader age, we are the first to present a high-powered and structured analysis of two relevant theoretical frameworks. This is crucial in times of demographic change where leaders are more likely to be confronted with increasingly older teams.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Diversity in work teams***

Fr-SYM-2234-4

#### **Train Diverse Groups, or Train Their Leaders? The Role of Leader Learning Goal Orientation in Diversity Training Success**

C. Buengeler<sup>1,\*</sup>, A. Homan<sup>2</sup>, R. Eckhoff, W. van Ginkel<sup>3</sup>, S. Voelpel<sup>4</sup>, E. Kearney<sup>5</sup>

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#### **Main Abstract Content: Purpose**

It seems plausible that those who collaborate in diverse environments (e.g., the members of diverse teams) are the most suitable recipients of diversity training. Questioning this assumption, we examine a boundary condition favoring leaders over their teams as a training target. In particular, when leaders receive diversity training, teams should make better training use than when teams themselves receive it, but only if leader learning goal orientation is high.

#### **Design/Methodology**

In an experiment with 42 groups with varying degrees of educational diversity, we examined the effects of providing either three-person groups or their leaders with diversity training on salience and use of differences as well as performance on a group task.

#### **Results**

Performance of educationally diverse teams was increased when leaders received the diversity training but only when their learning goal orientation was high; when it was low, training diverse teams was more beneficial. Salience and use of informational differences mediated this effect.

#### **Limitations**

Whereas experimental designs help ensure internal validity, a field experiment is required to show generalizability of findings to organizational teams.

#### **Research/Practical Implications**

This research contributes to the literature on diversity training by uncovering two important, interrelated boundary conditions to its effectiveness. Practically, our study underlines the importance of conducting a person analysis in the context of a training-needs assessment to determine the most appropriate training target.

#### **Originality/Value**

Despite the immense cost associated with organizational diversity training, its effectiveness is still uncertain. This study increases understanding of how to leverage diversity's potential through training.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Diversity in work teams*

Fr-SYM-2234-3

**Stereotyping in Diverse Teams and Team Performance**

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**Main Abstract Content: Purpose:** Team diversity research to date has ignored how stereotypes may affect team functioning and performance (van Dijk, Meyer, van Engen, & Loyd, 2017). We fill this gap by examining how competence stereotypes affect information sharing and team performance.

**Design/Methodology:** Ninety-seven four-person gender-diverse teams worked on math or emotional intelligence (EI) problems. Because men are stereotypically believed to be more competent in math, but women are stereotypically believed to be more competent in EI, we used these two different task settings to (a) create disparities in competence attributions among team members while (b) ruling out the possibility that gender effects may affect or explain our findings (cf. Chatman et al., 2008). We video recorded team members' interactions and coded for information sharing (the number of speech acts that referred to the task content) and member influence (task-related speaking time).

**Results:** Our findings support our hypotheses that members who are stereotypically perceived as more competent are more influential, and that information sharing can enhance team performance when stereotype-based attributions of competence are accurate (i.e. correspond with a focal member's actual competence), but inhibit team performance when stereotype-based attributions of competence are inaccurate.

**Limitations:** Lab study with a student sample, which limits the generalizability.

**Research/Practical Implications:** Stereotypes drive the dynamics and consequences of diversity in teams.

**Originality/Value:** Our study makes a compelling case for using theory on the antecedents and consequences of stereotyping to further enrich our understanding of the consequences of diversity in teams.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Diversity in work teams***

Fr-SYM-2234-5

#### **Meaningfully different - The Social Identity Approach to Diversity in Teams**

S. Stegmann <sup>1,\*</sup>, R. van Dick <sup>2</sup>, Y. Guillaume <sup>3</sup>

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#### **Main Abstract Content: Purpose**

Building on the social identity approach, we posit that team diversity leads to more information elaboration (IE) if the team members identify with what constitutes diversity in the particular team. Yet, this will only lead to more IE, if they also identify with the team and believe in the value of diversity.

#### **Design/Methodology**

We studied responses from 238 postgraduate students (MBA, MSc) working together in ethnically diverse teams (Study 1). Questionnaires were administered at three points in time. We controlled for objective ethnic diversity. The findings were replicated with an independent dataset of 373 students (Study 2).

#### **Results**

We found a three-way interaction explaining IE: Identification with the ethnic background is associated with more IE if team members identify with the group and if they have high pro-diversity beliefs.

#### **Limitations**

We were not able to conduct a fully cross-legged design. Therefore, causal interpretations, although in line with existing theory, are only tentative.

#### **Research/Practical Implications**

The findings demonstrate the added value of taking into account individual identification with a particular diversity dimension, in addition to more established constructs in diversity research.

#### **Originality/Value**

Previous research often looked at diversity as an objective feature of the group or subjective appraisals thereof. Little research has addressed the question whether team members actually care about what makes them different from others. This might explain null-findings of past studies. Furthermore, the present results have implications for the discussion on whether (and how) diversity actually has to be perceived in order to have any effect.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Th-SYM-1879-2

**Abusive leadership: The case of two leaders and the effect of their interplay on followers' commitment and health?**

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<sup>1</sup>Helmut-Schmidt-University, Hamburg, Germany

**Main Abstract Content:** Purpose: There is a growing interest in the dynamics of destructive leadership. Although studies have shown the negative effects of abusive leadership, little is known about the impact and the interplay of two leaders in charge. Besides a more distant, formal leader in the hierarchy, a considerable number of employees are also led by a team leader who is in charge for daily supervision but less responsible for appraisal, long term development etc. It is an open question in how far their negative leadership behaviors interact.

Design/Methodology: To test hypotheses we conducted a cross sectional study with N= 2500 participants.

Results: Results indicate that as expected both leader's abusive leadership behaviors had a negative impact on the followers' organizational commitment, while the negative relationship with team commitment was stronger for the lower leader. With regard to stress and health we found stronger effects for the upper leader. Overall the results underpin that both leaders are relevant for followers' outcomes. Moreover interactions were found. If one leader is perceived as abusive it does not make a difference if the other is also abusive or not. However, if one is not abusive, it depends on the other's abusiveness.

Limitation: Interpretations in terms of causality are limited due to cross sectional character of study.

Research/Practical Implications: Results are also discussed in terms of a consistent leadership climate and poor chances for compensation.

Originality/Value: The study is the first to analyze the impact of two leaders in the field of abusive leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Th-SYM-1879-3

**If you just cannot comprehend your leader – Conceptualizing inconsistent leadership**

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**Main Abstract Content:**

**Purpose:** Perceived consistency, and even more so inconsistency (e.g., in terms of behavioural variation across similar situations), is an important factor in the evaluation of other people. Because of their power and influence, this is especially true for leaders, whose behaviour is typically closely monitored and interpreted by their followers.

**Design/Methodology:** We introduce the new concept of inconsistent leadership (IL), defined as “a process in which over a longer period of time the activities, experiences and/or relationships of an individual or the members of a group are repeatedly influenced by their supervisor in a way that is perceived as incongruent with prior behavior or perceived traits of that leader”. Following Podsakoff et al.’s (2016) recommendations for the development of concept definitions, we first review previous conceptualizations and build on these to identify the necessary and sufficient conditions for inconsistent leadership (e.g., leader behaviour is not sufficient but follower perception is). Based on schema theory, we then develop a process model of evaluating one’s leader, which results in a taxonomy of four related facets of IL (erratic, arbitrary, inauthentic, and insincere). To further sharpen our concept focus, we outline how it is linked to other major leadership conceptualizations. Finally, we delineate specific antecedents and outcomes of IL.

**Research/Practical Implications:** The concept of IL provides a solid foundation for future research and starting points for leader- and follower-focused interventions.

**Originality/Value:** We offer a well-defined and relevant new leadership concept that addresses a largely overlooked aspect of leader-follower interactions.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Emerging themes in I/O psychology***

Th-SYM-1879-4

**Identifying shades of gray: Categorizing different types of Dark Triad leaders**

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**Main Abstract Content:** Purpose: To examine if different types of leaders can be identified based on measures of the three Dark Triad traits, and to examine if these types can be differentiated in terms of counterproductive work behaviors and abusive leadership. Design/Methodology: The present study will analyze leaders' self-reported scores on measures for the three Dark Triad traits. The procedure proposed by Hofstee and Ten Berge (2004) will be used. This procedure is based on a bipolar proportional scale, a corresponding coefficient of raw-scores likeness  $\Sigma XY/N$ , and raw scores principal components analysis. The abridged m-dimensional circumplex design, by which persons are typed by their two highest scores on the principal components, will be applied to look for Dark Triad types. In addition, it will be examined whether these leader types differ in their behaviors towards their followers. Matched follower reports regarding counterproductive work behaviors and abusive leadership will be used for this purpose. Results: Data suggest the existence of a couple of Dark Triad leader types. Type scores are related to counterproductive work behaviors and abusive leadership. Limitations: A major limitation is that a relatively small number of Dark Triad items was used (40 items) to arrive at a typology of leaders. Research/Practical Implications: The present study proposes an alternative way of characterizing leaders in terms of the Dark Triad traits, with a primary focus on the individual. Originality/Value: This is the first study to examine types of Dark Triad leaders, and also the first to apply the procedure proposed by Hofstee and Ten Berge (2004) to data collected in organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Th-SYM-1879-5

**No regard for those who need it: The role of follower self-esteem in the relationship between leader psychopathy and leader self-serving behaviour**

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<sup>1</sup>University of Groningen, Groningen, Netherlands

**Main Abstract Content:**

**Purpose:** With this research, we aim to add insight to our understanding of if and when supervisors' psychopathy affects their self-serving behaviour. We investigate if leaders who are eager to exploit others and look for opportunities to act in self-benefiting ways, may be more likely to display self-serving behaviour when they deal with followers who have low self-esteem.

**Design/Methodology:** Data were collected in one experimental study (N = 150), and one multi-source field study of leaders and followers working organizations across various industries (N = 300).

**Results:** Both studies indicated that psychopathy of the leader and self-esteem of the follower interacted to predict self-serving behaviour: Psychopathy of the leader is more strongly positively associated with self-serving behaviour when the follower has low (vs. high) self-esteem.

**Limitations:** We used self-reports to assess leaders' psychopathic traits. In addition, the experiment may be criticized for lack of external validity, and the field study may have offered more detailed insights into the interplay between leader psychopathy and follower self-esteem if it would have been longitudinal in nature.

**Research/Practical Implications:** Organizations may not only want to regard individual traits and characteristics of potential leaders, but also take into account how personalities of leaders and followers may interact with one another.

**Originality/Value:** We need to know more about factors that can amplify or attenuate the destructive influence that those scoring high on psychopathy can have in organizations. This study points towards follower personality as such a factor.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Th-SYM-1879-6

**The role of Machiavellianism in employee reactions to organizational change**

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**Main Abstract Content:**

**Purpose:** In large-scale change initiatives, uncertainty and strain on employees tend to accumulate over time. We explore reactions of high versus low Machiavellian employees during a transformational, long-term change process. We propose and test a longitudinal (cross-level) moderated mediation model in which changes in employee turnover intentions over time are mediated by changes in work engagement, and the mediation process is moderated by employees' levels of Machiavellianism.

**Design/Methodology:** Data was collected by means of a survey among 1602 police personnel currently undergoing a change process. Data was collected at three measurement points with a total time lag of 19 months.

**Results:** Employees' work engagement decreased and turnover intentions increased during the change process, and changes in turnover intentions were mediated by changes in engagement. The negative changes in employees' reactions during the change process were significantly stronger for high Machiavellian employees than for low Machiavellian employees, in line with our hypotheses.

**Limitations:** We included only three measurement points, and data was collected in one organization.

**Research/Practical Implications:** Our findings indicate that Machiavellians are particularly sensitive to change processes and easily defect if not managed properly. The results add to our understanding of the psychological mechanisms that explain why turnover intentions increase during an organizational change project. We explicitly model the role of time during change processes. Results also emphasize the importance of maintaining employee work engagement during change processes.

**Originality/Value:** We explicitly theorize and test changes over time during change processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emerging themes in I/O psychology*

Sa-SYM-330-2

**Using University-based Consulting Projects in Master's-level Education: A U.S. Perspective**

R. Moffett\*

**Main Abstract Content:** In 2004 I co-founded and became director of a university-based consulting center in the United States. The purpose of the center is to enhance the education of students in our master's I-O psychology program via consulting projects. Clients have included for-profit, government, academic, and nonprofit organizations. Projects have included strategic planning, leadership development, promotional systems for law enforcement, and multi-year organizational interventions. In the last five years, more than 37 projects have been conducted and over 33 students have worked on these projects. Advantages: Students receive significant, real-world experience in applying psychological concepts and principles to workplace issues. Close supervision is provided by experienced I-O psychology faculty who serve as lead consultants on projects. Finally, getting paid for their work provides additional financial support for students. Challenges: Opportunities to work on projects can be variable. Sometimes there may not be projects available for all students; other times it may be difficult to adequately staff projects with students because they are on internships or otherwise unavailable. Supporting the work of the center can challenge faculty in terms of balancing supervision of students on projects with other faculty duties. Best Practices: Faculty serve as lead consultants. A mix of 1<sup>st</sup> and 2<sup>nd</sup> year students work on the projects allowing for peer mentorship. The ability to carry funds from year to year and to maintain a significant amount of unencumbered funds allows the center to be self-supporting and to pursue and perform pro-bono work that can provide additional educational opportunities for students.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Emerging themes in I/O psychology***

Fr-SYM-1438-4

### **From emotional exhaustion at work to unhappiness at home:**

### **The role of mindfulness and personality**

P. Petrou <sup>1,\*</sup>, W. Oerlemans <sup>2</sup>, E. Demerouti <sup>2</sup>

<sup>1</sup>Work & Organizational Psychology, Erasmus University Rotterdam, Rotterdam, <sup>2</sup>Human Performance Management, Eindhoven University of Technology, Eindhoven, Netherlands

#### **Main Abstract Content: Purpose**

We expected that daily increased workload relates to emotional exhaustion (at work), which on its turn, negatively relates to happiness after work (at home). Furthermore, the negative link between exhaustion and happiness was expected to be weaker when employee mindfulness (at home) was high and employee openness to experience was high (3-way interaction).

#### **Design**

A 5-day diary survey study was conducted among 113 Dutch employees of several occupations. Multilevel analyses were applied.

#### **Results**

Increased workload marginally positively related to emotional exhaustion. Additional analyses revealed that the effect was non-linear with the highest levels of exhaustion occurring with too high increased workload and the lowest levels of exhaustion experienced when increased workload was moderate. As expected, although the link between exhaustion and happiness was always significant and negative, it became weaker when employees were mindful after work and, at the same time, they were open to experience.

Unexpectedly, the link was also weaker when mindfulness was low and openness was also low.

#### **Limitations**

Mindfulness was not manipulated (e.g., it was not an intervention).

#### **Research/practical implications**

Mindfulness could be a promising intervention to buffer the negative effects of job stress on employees' private lives but this seems to work best when employees are open (in other words, mindfulness is not necessarily good for everyone).

#### **Originality/value**

A person-situation fit perspective seems to suggest that the negative crossover from one's job to one's home may be less pronounced either (1) when open individuals are mindfulness or (2) when non-open individuals are not mindful.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Emerging themes in I/O psychology***

Fr-SYM-1438-3

### **The influence of mindfulness and resilience on situational exhaustion. Is there a benefit for customer service employees to be mindful?**

G. Weiher<sup>1,\*</sup>, S. Scherer<sup>1</sup>, L. Beittler<sup>1</sup>, K. Trumpold<sup>1</sup>, H. Horz<sup>1</sup>

<sup>1</sup>Goethe University Frankfurt, Frankfurt am Main, Germany

#### **Main Abstract Content:**

##### *Purpose*

In the context of increasing psychological strain at the workplace, protective factors are highly relevant. Therefore, mindfulness and resilience are investigated as possible factors for preventing exhaustion in service employees. Theoretically deduced, state mindfulness is supposed to affect variations in situational exhaustion (sE) after customer interactions. Moreover, it is tested if the effect of trait mindfulness on sE is explained by resilience and state mindfulness.

##### *Methodology*

In a diary study, 103 service employees filled out mindfulness and resilience questionnaires (level 2) and up to five standardized protocols of interactions with customers, in which state mindfulness and sE were reported (level 1).

##### *Results*

Using multilevel structural equation modelling, negative associations between state mindfulness and sE within encounters were found. Hypothesis-confirming, the effect of trait mindfulness on sE was fully mediated by resilience and the persons' mean level of state mindfulness, which were negatively associated with sE.

##### *Limitations*

A causal relationship between trait mindfulness and resilience as well as state mindfulness and sE, is not definite. Additionally, potential mechanisms explaining the associations were not considered.

##### *Research/Practical Implications*

It does not only seem to be beneficial for service employees to be more mindful in general but especially during customer interactions. Moreover, resilience appears to be an additional beneficial factor, which is potentially fostered by trait mindfulness.

##### *Value*

For the first time, the effect of trait mindfulness, resilience, and state mindfulness on sE was shown. In service employees, mindfulness appears to be an important antecedent of resilience and reduced sE.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Th-SYM-1879-1

**Potential destructive, disruptive, or dysfunctional follower and leader behaviors, styles or traits**

B. Wisse\*, B. Schyns

**Main Abstract Content: State of the art:** This symposium includes five presentations that illustrate how, at times, leader and follower behaviors, styles or traits can be destructive, disruptive or dysfunctional. Although this ‘dark side’ of organizational functioning has received increasing attention from practitioners and organizational scholars in the last decade, our knowledge is limited with respect to *why*, *when* and *how* leaders and followers can be destructive, disruptive or dysfunctional. This symposium aims to shed more light on these important issues.

**New perspectives/contributions:** The proposed symposium hosts five interrelated contributions. They, for instance, focus on how various leaders can differ in their abuse, on inconsistent leadership, on leader Dark Triad traits and follower Machiavellianism. All contributions offer some insight into how leaders and followers can have negative outcomes for organizational stakeholders (in terms of employee work related attitudes and behaviors and well-being, or in terms of leader work related attitudes and behaviors).

**Research/practical implications:** Knowing more about dysfunctional behaviors in organizations can help us understand the phenomenon better. This is important with respect to considering interventions geared at mitigating the destructive influence that leaders and follower can sometimes have. Knowing more about dysfunctional behaviors in organizations is also important for future research. This symposium aims to advance theory on the dark side of organizational functioning by offering some new perspectives and making suggestions for future research and theory development.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Fr-SYM-2694-3

**Collaboration between University and a Foundation:  
Creating an Evidence-Based App to Structure Time**

W. Van Eerde\*

**Main Abstract Content:** State of the art

Life-long learning and sustainable employability is emphasized in policy in Europe, implying that everyone should be able to be independent on the job market. However, not all possess the skills to achieve such independence. The current project focuses on one crucial skill to achieve it: the ability to use time in a structured manner.

**New perspectives / contributions**

The aim is to develop a smartphone app to promote a proactive and structured use of time. The project involves collaboration between the university and the Time Design Foundation which aims to assist people in the conscientious and meaningful use of time. The app will provide users with more awareness of their behaviour. It helps them to structure a daily life rhythm and to enhance future orientation, and offers a platform for generating, setting, and executing goals. The app offers serious gaming exercises, in an attractive, playful way, using visualization rather than text. Moreover, the users can share their progress with others.

**Research / practical implications**

First, the project will address user experiences during app-development. Then, a field experiment will be conducted in which participants use the app against a control condition offering an existing time management tool. The project will result in new scientific insights regarding motivation and procrastination, and in an app that is relevant to both the inactive and active labour force.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Emerging themes in I/O psychology***

Fr-SYM-2694-1

**Collaboration between University and Practice: Examples and Reflection**

W. Van Eerde\*

**Main Abstract Content:** State of the art

In Work and Organizational Psychology, a gap has been noted between what researchers find relevant and interesting, and what practice needs. In this symposium we aim to show that university-practice collaborations may help to close this gap.

**New perspectives / contributions**

The first presentation is a study on how university-based incubators may affect regional innovator networks (Robert Verburg). It shows that universities play an important role in establishing these networks and that universities are vital for the development of start-ups. Then, we provide two examples of collaboration between university and practice in the field of Work and Organizational psychology. The first example is on the development of an evidence-based app (Wendelien van Eerde), and the second example concerns a spin-off of a university which supports decision-makers with identifying evidence-based insights and solutions for HR challenges through systematic reviews, data-analysis and intervention studies (Cédric Velghe). Our discussant (Rob Briner, scientific director of the Center for Evidence Based Management) will critically reflect on the presentations in light of the development of evidence-based practice in our field. He will discuss both advantages and disadvantages of the approaches presented in the symposium.

**Research / practical implications**

By showing examples, we hope to inform about lessons learned and to inspire optimal future collaborations. In this applied field, it is important to have good cooperation and information exchange. Partners that have interest in both the research and the application of the research collaborating in projects and spinoffs appear to benefit both. However, a critical assessment of new developments is crucial.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Emerging themes in I/O psychology***

Fr-SYM-2694-2

### **The impact of university-based incubators on regional innovator networks and commercial performance**

R. Verburg <sup>1,\*</sup>, M. Heere <sup>1</sup>, N. Samaeemofrad

<sup>1</sup>technische universiteit Delft, Delft, Netherlands

#### **Main Abstract Content:**

##### **Purpose**

A growing number of students at universities start their own business as a result of their studies. University business incubators play a key role in the development of such startups. Although a significant amount of research shows the benefits of business incubators, studies on university-based incubators are scarce. Here, we aim to contribute to the current understanding of the impact of university-based incubators on regional innovator networks and on commercial performance of universities in Europe.

##### **Design/Methodology**

We used data from N = 2306 patents from two regions in the period 2000 – 2010 in order to establish two innovator networks. We then compared the two regions in terms of network size, collaboration opportunities, and the commercial performance of the university.

##### **Results**

Our analyses show that network size positively impacts the commercial success of universities. Although one region has relatively more links between academics and industry professionals, the absolute size of the network explains most of the variance in commercial success.

##### **Limitations**

Limitations include the difficulty of selecting inventors from the patent database, and the fact that 5% of inventors under study could not be tracked.

##### **Research/Practical Implications**

Universities are vital for the development of start-ups. Our study shows that network size of professionals and university staff explain the success of such regional developments.

##### **Originality/Value**

The current study shows the complexities of university collaborations with industry professionals. The study has several strengths, including the use of data from two different regions and the multi-source nature of the study.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emerging themes in I/O psychology***

Fr-SYM-2694-4

### **A university spin-off taking up an intermediate role by supporting organizations in evidence-based decision-making**

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<sup>1</sup>Ghent University & The VIGOR Unit, <sup>2</sup>Ghent University, Ghent, Belgium

#### **Main Abstract Content:** State of the art

A decade has passed since Denise Rousseau suggested evidence-based practice could bridge the research-practice gap (Rousseau, D. M. (2006). Is there such a thing as “evidence-based management”? *Academy of management review*, 31(2), 256-269). Today, academics in Work and Organizational psychology are still incentivized to prioritize basic research and teaching over directly supporting practice. Practitioners indicate lacking time, resources and expertise for integrating scientific knowledge and thinking in their decision-making. Yet, we believe favourable attitudes for evidence-based practice are growing among managers, HR professionals and policy-makers.

#### **New perspectives / contributions**

A Ghent University spin-off was created in January 2015 which supports decision-makers with identifying evidence-based insights and solutions for HR challenges through systematic reviews, data-analysis and intervention studies. Since then, we have collaborated with SMEs, large corporations, public institutions and nonprofit organizations. These early adopters are willing to invest in research activities to inform their policies and actions. We will illustrate four of these projects in order to demonstrate how we have taken up an intermediate and sustainable role in bridging the research-practice gap. In addition, we will discuss lessons learned, as well as challenges and opportunities we are facing, relevant to both practitioners and academics.

#### **Research / practical implications**

Herein, we identified a need for intermediaries which put scientific knowledge and skills at the service of organizations in order to support evidence-based decision-making. In sum, we will provide a novel example of how evidence-based management is actually being applied today and the intermediate role scientist-practitioners can play in this approach.

**Disclosure of Interest:** C. Velghe Conflict with: The VIGOR Unit, F. Anseel: None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Fr-SYM-1438-5

**Mindfulness in the UK National Health Service: Can mindfulness interventions boost staff resilience?**

L. Ingram <sup>1,\*</sup>, J. Dawson <sup>1</sup>, A. Carter <sup>1</sup>

<sup>1</sup>Institute of Work Psychology, University of Sheffield, SHEFFIELD, United Kingdom

**Main Abstract Content:** Purpose

Evaluate the effectiveness of an eight-week workplace mindfulness intervention for employees at a UK NHS Trust.

Design/Methodology

A quantitative intervention study with a control group examined changes in psychological resilience, emotion-regulation, work-related well-being, and mindfulness, when employees received the eight-week Mindfulness-Based Stress Reduction (MBSR) course. Data were collected pre- and post-intervention, and at a six-month follow-up.

Results

Results indicate improvement in psychological resilience, workplace well-being, emotion-regulation through reappraisal of emotions, and mindfulness for the MBSR training attendees compared to the control group. Further changes within and between the intervention and control groups after a six-month follow-up will be discussed, as well as the role of home practice of mindfulness exercises in maintaining the benefits of the intervention.

Limitations

Research drop-out rates in this sample were high, which may influence the power of the findings.

Research/Practical Implications

A traditional eight-week MBSR intervention in the workplace may have further reaching benefits by improving psychological resilience and the ability to regulate emotions, which have the potential to influence working relationships and hardiness of employees, in addition to reducing stress.

Originality/Value

Controlled intervention study exploring the effects of MBSR upon resilience and emotion-regulation in the workplace, as key potential benefits of taking part in a mindfulness training programme.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emerging themes in I/O psychology***

Th-SYM-2406-2

### **State core self-evaluations at work - The role of daily job autonomy and a mindfulness intervention**

A. Nübold\*

#### **Main Abstract Content:**

##### *Purpose*

Research has shown that internal and external experiences at work predict fluctuations in personality states. In this study, we tested the effectiveness of a short-term mindfulness intervention for enhancing employees' state core self-evaluations (state CSE), their current sense of competence and worthiness. We further tested if the mindfulness intervention can buffer the detrimental effects of low job autonomy on individuals' state CSE, which should, in turn, impact individuals' job satisfaction.

##### *Design/Methodology*

A 30-day web-based intervention was combined with a diary study including 8 measurement occasions (twice a week). Employees ( $N = 79$ ) were randomly assigned to an intervention group (mindfulness exercises), an active control group (brain training exercises), or a wait-list control group.

##### *Results*

Preliminary results show that the mindfulness intervention was not effective. However, state mindfulness was related to employees' state CSE and, in turn, to their state job satisfaction. State mindfulness did not moderate the positive relation of state job autonomy and state CSE.

##### *Limitations*

We only used self-reports in our study, potentially leading to common-method bias. Further, we are not able to draw causal conclusions from our analyses.

##### *Research/Practical Implications*

Our findings illustrate the value of state mindfulness and daily job autonomy for improving employees' state CSE and, in turn, their daily job satisfaction.

##### *Originality/Value*

We contribute to research on personality dynamics at work by specifying the role of internal (mindfulness) and external (autonomy) experiences at work for employees' personality state change. Our findings may inform organizational interventions that benefit employees' daily work experiences.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Emerging themes in I/O psychology***

Th-SYM-2406-5

### **Extraversion and approach goal orientation: An integrative approach to personality**

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<sup>1</sup>Department of Psychology, Vrije Universiteit Brussel, Brussel, Belgium

#### **Main Abstract Content: Purpose**

Research shows that extraverted people adopt learning and proving goal orientations more often than introverts (Wang & Erdheim, 2007). Moreover, also at the momentary, state level extraversion has been shown to predict momentary goal pursuit (McCabe & Fleeson, 2012). Collectively, these findings suggest that higher trait and state extraversion levels are beneficial for goal achievement. However, since previous studies have typically focused on either the trait or the state level of extraversion, we suggest that such a conclusion may be premature. Building upon the idea that acting against one's trait consumes self-control resources (Zelenski et al., 2012), we reason that, while trait extraversion may be positively related to approach goal orientation, within-person deviations from one's trait level are depleting and therefore relate negatively to approach goal orientation.

#### **Design/Methodology**

We collected experience sampling data from 48 Belgian employees who reported daily levels of extraversion and goal achievement for 10 consecutive working days ( $N=384$ ).

#### **Results**

Multilevel polynomial regression analysis revealed that (1) extraversion related positively to approach goal orientation at the between-person level, while (2) at the within-person level the relationship was curvilinear, with deviations from the trait level (in both directions) relating negatively to approach goal orientation.

#### **Limitations**

All data were self-reported.

#### **Research/Practical Implications**

By adopting an integrative approach to personality, we contribute to a better understanding of the relationship between extraversion and approach goal orientation.

#### **Originality/Value**

This is one of the first papers studying the effects of the dynamic interaction of the between-person and within-person fluctuations in extraversion.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Emerging themes in I/O psychology***

Th-SYM-2406-1

#### **Nature, antecedents and consequences of personality dynamics at work**

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<sup>1</sup>Work & Social Psychology, Maastricht University, Maastricht, Netherlands, <sup>2</sup>Work & Organizational Psychology, Vrije Universiteit Brussel, Brussels, Belgium

#### **Main Abstract Content:**

##### *State of the Art*

Research has shown that personality is not only characterized by stability but also by change. Personality change shows in the form of long-term maturation effects, but also in the form of short-term responses to specific day-to-day experiences, which are referred to as personality states (Fleeson, 2012). Initial studies in work and organizational psychology have started to investigate the antecedents and consequences of personality states at work, including predictors like work pressure and interpersonal conflict, akin to work-related outcomes such as job performance (e.g., Hofmans et al., 2015; Judge et al., 2013).

##### *New Perspectives/Contributions*

This symposium adds to the literature by presenting four empirical papers exploring (1) the specific nature of personality state fluctuations (e.g., variability and swiftness of return to baseline), (2) work-related causes of personality states (e.g., daily job autonomy and a mindfulness intervention), and (3) consequences of personality states at work (e.g., approach/avoidance goal orientation, perceptions of psychological contract breach and violation feelings).

##### *Research/Practical Implications*

Whereas the static approach to personality greatly served applied psychologists interested in predictive validities, it fails to tap into the dynamic processes underlying personality functioning at work. Investigating the nature of short-term changes in personality states, the predictive role of daily experiences, as well as its proximal consequences, will help us to understand these dynamics on the most basic level. From a practical point of view, such knowledge might offer suggestions for organizational interventions (e.g., training, job design), foster the development of employees' personality, and complement the dispositional perspective of personnel selection.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Th-SYM-2406-4

**Relating neuroticism to emotional exhaustion: A dynamic system approach to personality**

J. Sosnowska\*, J. Hofmans<sup>1</sup>

<sup>1</sup>vrije universiteit brussel, brussels, Belgium

**Main Abstract Content:** *Purpose:* We propose a novel model of personality [PersDyn] that captures three sources of individual differences (here applied to neuroticism): (1) the average level of neuroticism [baseline], (2) the extent to which people experience different neuroticism levels [variability], and (3) the swiftness with which they return to their neuroticism baseline once they deviated from it [attractor strength]. To illustrate the model, we apply the PersDyn model to the study of the relationship between neuroticism and emotional exhaustion.

*Design:* We conducted a five-day experience sampling study in which 89 employees reported on their level of state neuroticism six times per day ( $N = 4726$ ). Emotional exhaustion was measured at the end of the study.

*Results:* Higher levels of baseline neuroticism and variability were related to increased emotional exhaustion. Furthermore, we found an interaction effect between baseline neuroticism and attractor strength: people with high attractor strength experienced a higher degree of emotional exhaustion when their baseline was high rather than low, while for people with low attractor strength emotional exhaustion was unrelated to baseline neuroticism.

*Limitations:* The model is likely to be trait-specific, therefore the interactions between elements will differ depending on the trait.

*Research/Practical implications:* The results show that in order to fully understand personality, it is essential to take into account not only the average level, but also the more dynamic components of personality.

*Originality/Value:* The application of PersDyn has the potential to advance our understanding of not only personality traits, but also the psychological phenomena underlying these individual differences.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Emerging themes in I/O psychology***

Sa-SYM-330-3

**Applied class projects with external clients in Master's level education.**

M. Hein\*

**Main Abstract Content:** In the last twenty-six years I have supervised thirty-three graduate class projects with external clients including government entities, for profit companies and nonprofit organizations. I generally cover the content of the class in the first half of the semester and then spend the second half of the semester supervising their application of what I have taught them.

**Advantages:** In addition to applying what they have been taught, students learn about proposal writing, budgeting, communication, client management, teamwork, and project management. Students finish with products they can show potential employers, contacts within a specific company and a client project to put on their resume. Students also have an opportunity to cross-train each other on specific skills.

**Challenges:** Some of the challenges that have arisen include scope creep, micro-management by the client, level of autonomy to give the students, project resistance by members of the organization and the restricted timeline of doing a project in six to seven weeks.

**Best practices:** Some best practices learned over the years include: A written proposal signed by the client, vetting the clients ahead of time, establishing communication protocols, kick-off meetings and requiring final presentations as well as written reports. The proposal includes a timeline, deliverables and specifies the support needed from the client for successful completion of the project. There is also an estimated budget for the project if it were conducted as a consulting project instead of a class project and a request to consider donating to the program enrichment fund if they are pleased with the results of the project. Flexibility in assignment of grades is a plus.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Sa-SYM-330-4

**Integration of Applied Experience Through Master's-level Internships**

S. Vodanovich\*

**Main Abstract Content:** EAWOP17-SYMPOSIUM

**Emerging themes in I/O psychology**

EAWOP17-SYMPOSIUM-627

**Integration of Applied Experience Through Master's-level Internships**

Stephen J. Vodanovich

**Please select which type of Symposium you are wishing to submit for:** Symposium

**Please select which type of paper you wish to submit:** Scientist-Practitioner Symposium

**Please advise main submission identifier number:** EAWOP17-SYMPOSIUM-330

**Abstract Content:** Students in the Industrial-Organizational (I/O) Master's program at the University of West Florida have the option to perform a 600-hour internship or write a thesis. Internship students take a 6-credit hour course and all internships must be approved by I/O faculty and their on-site supervisor. Besides the 600-hour requirement, students are responsible for having their on-site supervisor evaluate their performance across several dimensions after completion of the internship.

**Integrated Paper.** Students write a paper that integrates their internship duties with core content domains (e.g., organizational psychology, personnel selection) within the I/O curriculum by answering four questions given to them at the beginning of their internship. Preliminary feedback is provided to students by faculty in their area of expertise prior to submission of the final paper.

**Presentation.** A formal presentation is required which includes a summary of internship tasks as well as a critique of activities based on "best practices."

**Defense.** Students participate in an oral defense after their presentation where they elaborate upon and clarify the content of their paper, and answer questions posed by faculty.

**Assessment.** Pass/fail decisions are made by the I/O faculty as a group after the defense. Students who receive failing grades may be allowed to remediate, the type of which is determined on a case-by-case basis (e.g., modify existing answers, second defense). Students receiving a failing on their second attempt are no longer allowed to continue in the program.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Fr-SYM-273-7

**Virtual Traces of Honesty-Humility**

A. Barends<sup>1,\*</sup>, R. de Vries<sup>1</sup>, M. van Vugt<sup>1</sup>

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**Main Abstract Content: Purpose:**

Reliable, unobtrusive cues of personality traits can be found in various sources of information, such as physical appearance, the interior of an office, and an individual's virtual avatar. However, not all of these sources contain cues for the traits to the same extent, and sometimes not even at all. Because all these studies were performed using the Big 5, it is not yet known whether the additional Honesty-Humility factor of HEXACO model of personality is also represented in such alternative sources of information.

**Design/Methodology:**

To test whether cues of Honesty-Humility are also available in such alternative sources, students completed the HEXACO-PI-R, and made choices among various virtual stimuli (e.g., avatars, virtual offices). In addition three behavioral tasks designed to measure Honesty-Humility were administered.

**Results:**

Relative weights analysis revealed that for most of the stimuli Honesty-Humility was the strongest predictor among the HEXACO traits for various virtual traces and behavioral measures.

**Limitations:**

Due to limiting the study only to virtual traces, the findings may not be generalizable to other sources.

**Research/Practical Implications:**

The potential to infer Honesty-Humility from observable, non-self-report, data may be utilized to develop alternative measures of Honesty-Humility, and may be less subject to social desirable responding.

**Originality/Value:**

This is to our knowledge the first study to demonstrate that Honesty-Humility can be inferred from alternative sources of information, which may facilitate the use of VR technologies in personnel selection.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Fr-SYM-273-6

**Development and Validation of a HEXACO Situational Judgment Test**

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<sup>1</sup>Vrije Universiteit Amsterdam, Amsterdam, <sup>2</sup>University of Twente, Enschede, Netherlands

**Main Abstract Content:** Purpose

Considering the ubiquity of self-report personality questionnaires in selection contexts and the disagreement surrounding their use, a continued search for alternative operationalizations of personality is warranted. The purpose of the present study was to develop and validate a situational judgment test (SJT) of the HEXACO personality dimensions.

**Design/Methodology**

In three studies, among applicants and employees (total N = 339), we describe the development of the SJT, test its convergent and divergent validity by relating its scores to both self-reported and other-reported HEXACO scores, examine its factor structure, and test its (incremental) validity for predicting external criteria, including task performance and organizational citizenship behavior.

**Results**

Results showed that it is possible to assess the HEXACO personality dimensions with the SJT and that the criterion-related validity of the SJT is at least as high as the criterion-related validity of traditional self-reports, but lower than the criterion-related validity of other-reports of personality.

**Limitations**

An important next step is to examine the SJT's validity for predicting future job behaviors.

**Research/Practical Implications**

Considering personality is the most commonly assessed construct in selection contexts, this SJT provides both researchers and HR professionals with a valuable new assessment tool.

**Originality/Value**

Our research shows that it is possible to develop SJTs to measure multiple specific constructs. Furthermore, it indicates that contextualized measures such as SJTs are closely aligned with work contexts and therefore have the potential to be stronger and more direct predictors of job behaviors than traditional self-report personality questionnaires.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Fr-SYM-273-2

**Towards the Dark Side of Political Skill: Development and Validation of the Dark Political Skill Scale**

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<sup>1</sup>University of Lethbridge, Lethbridge, <sup>2</sup>University of Calgary, Calgary, Canada

**Main Abstract Content:** Purpose

In the present research, we developed and validated the Dark Political Skill Scale (DPSS). Intended to supplement the existing Political Skill Inventory (PSI; Ferris et al., 2005), the DPSS captures the more covert and deceptive side of political effectiveness in the workplace.

**Design/Methodology**

Across three studies, we collected survey data from independent samples of full-time Canadian employees ( $N = 430$ ,  $N = 157$ , and  $N = 142$ ), representing a variety of occupational backgrounds.

**Results**

The 10-item DPSS demonstrated acceptable psychometric properties, as well as consistent evidence of construct validity as it related to political will, an array of social competencies (social skill, self-monitoring, and perceived-ability-to-deceive), and workplace behaviours (counterproductive work behaviour and impression management at work). Importantly, in comparison to the PSI, the DPSS was associated with a different personality profile, as it demonstrated differential relationships with the HEXACO personality variables. Specifically, employees scoring higher on the DPSS were likely to be lower in Honesty-Humility, Emotionality, and Agreeableness. In contrast, the PSI was associated with higher levels of Honesty-Humility, Extraversion, Agreeableness, and Conscientiousness.

**Limitations**

Limitations, including the potential for common method variance and social desirability responding, are discussed.

**Research/Practical Implications**

Supplementing the PSI, the DPSS scale provides the opportunity for a more comprehensive assessment of workplace political effectiveness, as well as enhanced prediction of political strategies and self-serving behaviours that may be harmful to an organization.

**Originality/Value**

Taken together, the DPSS offers a novel theoretical and methodological contribution to the organizational politics literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Emerging themes in I/O psychology***

Fr-SYM-273-3

#### **Does every trait predict performance? Relations between HEXACO personality and performance domains.**

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#### **Main Abstract Content:** Purpose

Performance measurement frequently goes beyond task performance. Previous research has shown that a theoretical alignment of personality dimensions and performance domains results in higher predictive validity than most meta-analyses suggest. The current study investigates the relations between HEXACO personality and performance in seven domains: citizenship, cooperation, eustress, innovation, networking, norms, and tasks.

#### Design/Methodology

A cross-sectional snowball sample (N = 198) completed the HEXACO-100 and Work Performance Questionnaire (WPQ). Subsequently, other-ratings of performance were collected from 128 participants.

#### Results

The HEXACO dimensions significantly correlated to self-reported performance domains in a mostly hypothesized manner: Honesty-Humility with norms, Emotionality negatively with eustress, Extraversion with networking, Agreeableness with cooperation, and Conscientiousness mainly with tasks. For other-rated performance domains, however, only Agreeableness correlated with citizenship, cooperation, and normative performance. The factor structure of self- and other-ratings of performance was different and performance showed low to moderate inter-rater agreement.

#### Limitations

Other-ratings of personality may yield higher levels of predictive validity.

#### Implications

The present study shows mixed support for the notion that personality-performance relations may be stronger when theoretically aligned. Previous research has shown that performance ratings are sensitive to source effects. The present study indicates that source effects may outweigh the effect of theoretical alignment.

#### Originality/Value

This is a first attempt to align personality and performance domains and first in a line of research that explores which traits are predictive of which performance domains.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Fr-SYM-273-1

**The HEXACO Model of Personality at Work: New Insights and Research Findings**

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<sup>1</sup>Psychology, VU University, Amsterdam, Netherlands, <sup>2</sup>Psychology, University of Calgary, Calgary, Canada

**Main Abstract Content:** Personality research in I-O psychology has been revived since the early 1990s and the empirical evidence generally supports the usefulness of personality in various work contexts. The plethora of personality research in I-O psychology is owed, in part, to the emerging consensus regarding the identity of the basic dimensions of personality, known as the Five-Factor Model (FFM, Costa & McCrae, 1992).

Despite the popularity of the FFM in I-O psychology, recent evidence (see Ashton, Lee, & De Vries, 2014) suggests that the FFM requires some important revisions, embodied by a six-dimensional personality model, namely the HEXACO model. This model, equipped with the new dimension named Honesty-Humility, has been found to be particularly useful in explaining some workplace criteria (e.g., counterproductive behaviors, workplace impression management, etc.).

The purpose of the present symposium is to introduce six I/O psychological studies based on the HEXACO model to show its importance in predicting workplace variables. The symposium starts with a critical review of the use of the HEXACO model in the work context (Zettler & Hilbig), followed by empirical studies on organizational politics (Wiltshire & Lee), leadership emergence (Tan, Park, & Wee), work performance (Holtrop, Dunlop, & De Vries), behavior in a virtual game (Barends, De Vries, & Van Vugt), and the construction of a HEXACO-SJT to predict job performance (Oostrom, De Vries, & De Wit). The presenters of the symposium come from 5 different countries representing 4 continents (Australia, Canada, Denmark, the Netherlands, and Singapore).

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Sa-SYM-330-5

**Integrating applied experiences and simulations into Master's level education for Work and Organizational Psychology.**

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<sup>1</sup>Psychology, Middle Tennessee State University, Murfreesboro, <sup>2</sup>Psychology, University of West Florida, Pensacola, United States

**Main Abstract Content:** This symposium will address the integration of applied experiences and simulations into the education and training of master's level practitioners in work and organizational psychology. Speakers will address advantages, challenges and best practices of a variety of educational experiences. Topics will include internship programs, semester long simulation projects, class consulting projects with external clients and the integration of a campus based consulting center with a masters level program.

**Disclosure of Interest:** None Declared

**Keywords:** None



### ***Emerging themes in I/O psychology***

Fr-SYM-1266-5

### **Relational schemas and leadership perceptions: The interaction of attachment and cultural self schemas**

K. Kafetsios <sup>1,\*</sup> and D. I. Koutouvidis

<sup>1</sup>University of Crete, Rethymno, Greece

#### **Main Abstract Content:**

##### **Purpose**

Recently, there is an increased interest on the role of relational schemas in leader-follower interaction. Previous research has found indirect evidence for the integration of cultural and attachment schemas in implicit leadership perception (Kafetsios et al., 2014). The purpose of the present research was thus to establish a causal connection between attachment and cultural orientations schemata in leadership perceptions.

##### **Design/Methodology**

Study 1 participants (N = 100) were primed with either a collectivistic or individualistic mind-set following the Sumerian-warrior paradigm (Trafimow et al., 1991). Following that, participants evaluated the leader in terms of transformational and transactional traits using the Multifactor Leadership Scale (Avolio & Bass, 1995). Prior to the cultural orientation manipulation, participants had completed an attachment orientation (GR-ECR-R Tsagkarakis et al., 2007) and the Self-construal (Singelis, 1994) scale.

##### **Results**

Higher trait interdependence and higher anxious attachment were uniquely associated with higher transformational leadership perceptions. An interaction was observed so that higher interdependence and avoidance orientations were associated with higher transformational leadership perceptions. Conversely, trait avoidant attachment, higher interdependence, and an interaction between primed interdependence for higher interdependent participants were predictors of higher transactional leadership perceptions.

##### **Limitations**

The experimental set up utilized University students, hence requiring further testing in real-life settings.

##### **Research/Practical Implications**

The results point to the importance of examining the interaction of followers' relational schemas for leader perceptions.

##### **Originality/Value**

The study paves the way for more detailed examination of the influence that cultural (national, organizational) and individual level relational schemas can have on leadership perceptions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emerging themes in I/O psychology***

Fr-SYM-1266-4

### **You are what I say you are: Leader transference and attachment theory**

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#### **Main Abstract Content:**

##### **Purpose**

In this paper we assess to what degree individuals differ in their perception of leaders, based on the formation of self derived from earlier socialization experiences with significant others (Brumbaugh & Fraley, 2007; Mikulincer & Horeish, 1999), using attachment theory. Attachment can help examine the leader transference process in greater detail, since individuals with different attachment orientations have various views of self and others.

##### **Methodology**

At T1 200 participants complete individual differences scales and are given a trait rating task. Participants are instructed to think of their current supervisor and rank the 10 most definitive traits, randomly and evenly chosen from a collection of previously rated 200 traits (Jarymowicz, 1992), of their supervisor. Participants further rank their own actual self-traits and unwanted self-traits. At T2 participants completed a few follow-up scales such as trait anxiety.

##### **Results**

Findings indicate that there is a negative relationship ( $b = -.71, p < .01$ ) between avoidant attachment and actual-self-leader similarity, i.e. avoidant attached individuals do not project their actual-self traits onto their supervisors.

##### **Limitations**

Since this study was an online experimental task using panel data, subsequent studies are needed to confirm and enhance the interpretation of the presented results.

##### **Research/Practical Implications**

We show that attachment helps explain leader perception and that leader perception is fundamentally different than the perception of others in general. We advocate using attachment styles as a predictor of leader perception alongside personality measures.

##### **Originality**

This is the first study that examines the hierarchical link between individuals' attachment style and perception of leaders using a trait-rating task within an online experiment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emerging themes in I/O psychology***

Fr-SYM-1266-6

### **Capturing dynamism in leader-follower relationships: An extended attachment theory perspective**

A. Game <sup>1,\*</sup>, M. Kamble <sup>1</sup>

<sup>1</sup>University of East Anglia, Norwich, United Kingdom

#### **Main Abstract Content:**

##### **State of the Art**

Attachment Theory has unique potential to reveal the intra- and interpersonal relational processes associated with high (and low) quality leader-follower relationships, taking account of both leader and follower effects. However, while research to date lays important foundations, it falls short of addressing the dynamism of leader-follower relationships, including changing perceptions, interpersonal cognitions, attributions and emotions over time. We argue that realising the full potential of an attachment theory perspective on leadership has so far been constrained by narrow, and sometimes inconsistent, conceptualisations of attachment which omit recent theoretical developments in other domains of psychology.

##### **New Perspectives / Contributions**

We develop a conceptual extension of attachment theory as it is applied to leader-follower dyads, drawing on recent developments in the fields of social and personal relationships and child development. Focusing in particular on linearity, mutuality and attunement, we discuss the implications of these constructs for more effectively theorising and researching the dynamics of leader-follower relationships.

##### **Research / Practical Implications**

In order to develop a more dynamic understanding of leader-follower relationships, future researchers should develop methods that capture dynamic (non-) linearity, mutuality and attunement processes in the relationship. Better understanding of dynamic relational processes in leadership will facilitate the development of attachment training and intervention programmes for leaders and followers.

##### **Originality / Value**

To our knowledge, this conceptual paper is the first to integrate the dimensions of linearity, mutuality and attunement into an attachment theory perspective on leader-follower relationships.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Emerging themes in I/O psychology***

Fr-SYM-1438-2

#### **When does mindfulness work? How mindfulness interacts with autonomy in predicting exhaustion and adaptivity.**

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#### **Main Abstract Content: Purpose**

Daily mindfulness was expected to be positively related to daily adaptivity and negatively to daily exhaustion. Since mindfulness has shown to be beneficial when dealing with hard-to-control events like pain and chronic illness, we expected it may help those working in low-autonomy environments. We expected that the benefits of mindfulness would be particularly noticeable in work environments where employees suffer from a lack of autonomy. Thus, it was hypothesized that a) the daily relationship between mindfulness and adaptivity is stronger for employees in low-autonomy environments, and b) the daily negative link between mindfulness and exhaustion is stronger for employees in low-autonomy environments.

#### **Design**

A heterogeneous sample of 229 Dutch employees completed a 4-day diary survey. Data was analyzed using multilevel analyses.

#### **Results**

Daily mindfulness was positively related to daily adaptivity and negatively to daily exhaustion. The link between mindfulness and adaptivity was significant and positive for both low and high-autonomy settings, however, it became stronger for mindful employees. Unexpectedly, the negative link between mindfulness and exhaustion was only significant for employees in high-autonomy settings.

#### **Limitations**

Only self-reported data was used and no causal relationships can be assumed.

#### **Research/practical implications**

Employees who lack freedom at work may use mindfulness to stay adaptive. However, mindfulness alone cannot off-set the exhaustion that arises from lack of autonomy at work. In order to reap the benefits of mindfulness in terms of less exhaustion, employees need to have sufficient autonomy.

#### **Originality/value**

Mindfulness may work differently depending on work characteristics such as autonomy.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Fr-SYM-1438-1

**Mindfulness at Work: daily effects, interventions and practical considerations**

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**Main Abstract Content:** State of the Art

Mindfulness is the awareness that arises of a particular way of observing, i.e. paying attention to the present moment in an accepting, non-judgmental way. Mindfulness is well-studied as an intervention in clinical populations. Although interest in mindfulness at work has been growing, empirical studies are only starting to emerge.

**Contributions**

The symposium will focus on various findings regarding mindfulness at work. It includes three diary studies and an intervention study, as well as a practitioner's perspective on the application of mindfulness.

The first (diary) study found that the negative daily relationship between exhaustion at work and happiness at home became weaker for employees high on mindfulness and high on openness to experience at the same time.

The second (diary) study found negative links between state mindfulness and exhaustion. The effect of trait mindfulness was mediated by resilience and state mindfulness, which were both negatively related to exhaustion.

The third (intervention) study tested the effectiveness of a mindfulness intervention in the health service. The intervention boosted mindfulness, resilience, well-being and emotion-regulation.

The fourth presentation discusses the practice of mindfulness interventions in organizations. What are key challenges emerging and which themes need more research?

The final (diary) study found that on the daily level, the link between mindfulness and adaptivity is stronger for employees working in low-autonomy environments, while mindfulness only buffers against exhaustion when working in a high-autonomy environment.

**Implications**

Mindfulness can be trained and has (daily) benefits for employees. Effects can differ depending on work characteristics.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

Fr-SYM-1266-3

**The role of adult attachment on work-life balance, work engagement and satisfaction**

G. Pheiffer<sup>1,\*</sup>, I. Ridler<sup>1</sup>

<sup>1</sup>London Metropolitan University, London, United Kingdom

**Main Abstract Content:**

**Purpose**

Adult attachment has been suggested as an important influence on employees' experiences and behaviours in the workplace. The aim of this study was to explore whether employees' attachment orientations in the context of romantic partners and managers are related to their work engagement, job satisfaction and work-life balance, and whether those associations are mediated by work-life balance styles.

**Design/Methodology**

In a quantitative survey, participants (N = 97) were all working full-time, were predominantly from the UK (92%) and were selected by opportunity and snowball sampling.

**Results**

Analysis revealed significant negative relationships between both forms of attachment and the three dependent variables, and significant positive relationships between work-life balance style measures and all three dependent variables. However, no significant relationships were found between either type of attachment and the work-life balance style measures, hence no support was found for a mediation relationship in this study.

**Limitations**

The study was cross-sectional so further research is needed to establish direction and causality of the observed relationships.

**Research/Practical Implications**

The study adds to our understanding of the application of adult attachment orientations in the workplace. The paper presents some suggestions in supporting employees and developing staff engagement based on the findings.

**Originality/Value**

The study offers useful insights into how organisations can develop more effective interventions to enhance employee engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Emerging themes in I/O psychology***

Fr-SYM-1266-1

### **Attachment theory at work: New evidence and future directions**

A. Game\*

#### **Main Abstract Content:**

##### **State of the Art**

In recent years the relevance of attachment theory (e.g. Bowlby, 1969) in organizational contexts is increasingly acknowledged. However, research adopting attachment theory as a framework for understanding employees' work-related experiences and outcomes is only slowly emerging. There remains much to learn about the nature, role and effects of attachment dynamics at the individual, dyadic, group and organizational levels.

##### **New Perspectives / Contributions**

The symposium explores recent developments in the study of attachment theory in the workplace. New theory and evidence are presented concerning the links between attachment and organizational attitudes; attachment and individual wellbeing; and – the area that has received most research attention – attachment and leadership. Five contributions from an internationally diverse group of scholars are included. First, Engel and Straatmann draw on relationship-specific attachment to explain employees' attachment to their organizations. Second, Pheiffer and Ridler explore the role of adult attachment in employee work-life balance, work engagement and satisfaction. Third, Gruda examines how followers' attachment based self-models influence transference processes in the perception of leaders. Fourth, Kafetsios and Koutouvidis investigate the interaction of culture and attachment schemas in shaping leadership perceptions. Finally, Game and Kamble explore how theoretical developments in related fields of personal and developmental psychology may help researchers to better capture the dynamism of leader-follower relationships.

##### **Research / Practical Implications**

Together, these new empirical and conceptual insights into attachment theory at work will help to set the agenda for future research and practice in this emergent field.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Emerging themes in I/O psychology***

Fr-SYM-1266-2

### **Applying Attachment Theory in Context of the Employee-Organization Relationship**

A. Engel <sup>1,\*</sup>, T. Straatmann <sup>1</sup>

<sup>1</sup>University of Osnabrueck, Osnabrueck, Germany

#### **Main Abstract Content:**

##### **State of the Art**

Attachment theory is increasingly recognized in the context of I/O Psychology. While some research focuses on applying general attachment in the organizational context, scholars (e.g., Cozzarelli, Hoekstra & Bylsma, 2000) highlight that relationship-specific attachment models are likely to have stronger effects on outcomes of the specific relationship than general attachment models. Consequently, recognizing attachment theory as theoretical framework for understanding the specific relationship between employees and their organization has a great potential.

##### **New Perspectives and Contributions**

Extending previous research, the organization itself can be seen as specific attachment figure in the context of the Employee-Organization-Relationship (cf., St Clair, 2000). Following Bartholomew's (1990) attachment dimensions, specific organizational attachment can be conceptualized and measured based on two attachment dimensions: Organizational attachment avoidance (i.e. an negative-laden organization-model), and organizational attachment anxiety (i.e., a negative-laden self-model of the employee).

##### **Research/Practical Implications**

Research showed that lower levels of organizational attachment avoidance were consistently related to positive outcomes such as job satisfaction and organizational commitment, whereas negative outcomes such as emotional exhaustion and deviant workplace behavior were associated with both organizational attachment dimensions. Thus, organizational retention management can benefit from the new insights by seeking ways of improving employees' attachment to the organization by tapping the organization-model as well as the self-model of the employee.

##### **Originality/Value**

The present research is one of the first empirical implications referring to the organization as distinct attachment figure. In doing so, it enriches our knowledge of the processes underlying employees' relationships with their organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Emerging themes in I/O psychology***

Sa-SYM-330-1

**Realistic semester-long simulations in Master's level education**

J. Van Hein\*

**Main Abstract Content:** Project based learning is fairly common in an applied field like Industrial-Organizational Psychology. Many times, however, these projects are completed at the end of the semester with little/no feedback. In a class in Compensation, students have a semester long project that parallels the content of the textbook. The group project is completed in three phases, the instructor provides extensive feedback for each phase. The hi-fidelity simulation involves creating an internal job structure, integrating actual market data and developing a pay for performance plan. Because the phases build upon one another the students have the opportunity to make major revisions before moving into the subsequent phases.

**Advantages:** Students learn that decisions made in the early stages can have a major impact on what happens in later phases. Feedback also provides a realistic understanding view of the iterative nature of compensation design process. The instructor helps identify some of the pitfalls that may arise in the later stages. Since implementing an actual, real-world compensation system could never be completed in academic semester, this simulation is the only way the students can understand the scope of the process . Students also are challenged to communicate technical salary structure information in a way that can be understood by a typical manager.

**Challenges:** Because it is a simulation there are limits to the extent to which real organization factors – employee/manager acceptance and financial implications -- can be considered. Also, different versions of the simulations have specific challenges due to the way the data is presented.

**Best Practices:** Allowing students considerable freedom in the early system design phases means that that groups arrive at very different structures. In the end, then students can see how the pay of a particular job(s) can vary greatly. These differences are evident in the final presentations of the projects.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

Sa-SYM-1747-1

#### **Nature's clock at work? The daily time course of positive and negative affect**

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<sup>1</sup>Department of Work and Social Psychology, Maastricht University, Maastricht, Netherlands

#### **Main Abstract Content: Purpose**

Organizational scholars have acknowledged the importance of affect for many workplace phenomena. Despite the widely-accepted notion that affect is dynamic and varies within persons, research has not fully captured the inherent dynamics of affect. Most importantly, the systematic daily ebb and flow of affect has largely been ignored. With the present study I seek to shed light on the dynamic nature of workplace affect by investigating systematic changes in positive and negative affect over the course of the day and work demands as predictors of individual differences in these change trajectories.

#### **Design/Methodology**

A sample of 190 employees participated in an experience-sampling study involving 4 daily measurement occasions on 5 workdays.

#### **Results**

Growth curve analyses revealed that positive and negative affect changed systematically over the course of the day, following an n-shaped pattern characterized by increases in the morning and decreases in the afternoon. The pattern was more pronounced for positive than for negative affect. Furthermore, quantitative and emotional work demands influenced change trajectories in positive but not in negative affect: The negative quadratic trend was more pronounced under conditions of high quantitative and emotional work demands.

#### **Limitations**

More measurement occasions per day would have allowed for a more fine-grained analysis of change trajectories.

#### **Research/Practical Implications**

This study provides novel insights into the dynamics of workplace affect and may inform the scheduling of work tasks.

#### **Originality/Value**

This is one of the few studies applying a temporal approach to the study of workplace affect.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

Sa-SYM-1747-7

#### **The reciprocal short-term relationship between social interactions and state affect at work by applying continuous-time structural-equation modeling.**

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#### **Main Abstract Content: Purpose:**

Negative social interactions at work are well known for their potentially harmful effects on affective well-being, job attitudes and behaviors. Theoretical and empirical work suggests the potential risk of social stressors for the emergence of strain-based vicious circles, but the knowledge on these short-term relationships still lacks empirical evidence (cf. Ilies, 2014). We addressed this issue by examining the reciprocal time-lagged relationship between negative social interactions and high-activated negative affect at work. By applying a dynamic modeling approach, we additionally integrated recent recommendations by I&O scholars that emphasized the consideration of time-lags in testing hypothesis.

#### **Design/Methodology**

We used data from an experience sampling study with 111 employees who participated for a period of seven consecutive workdays.

#### **Results**

Estimates resulting from continuous-time structural-equation models revealed a positive effect of negative social interactions on subsequent high-activated negative affect. In contrast to our expectation, the reverse effect was negative and much stronger. Both results indicated considerable effect sizes for the duration of at least five hours.

#### **Limitations**

Potential sample bias limited the generalizability of our results.

#### **Research/Practical Implications**

Researchers could build upon our exemplary use of a dynamic methodological approach in order to improve empirical knowledge on within-person dynamics at work. Organizations should consider potentially detrimental outcomes of workplace interactions.

#### **Originality/Value**

This study answered questions on the reciprocal short-term relationship between social stressors at work and state affect by applying a novel methodological approach.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Employability*

Th-SYM-1491-3

**A Multi-Source Person-Centered Approach on Employability: A Latent Profile/Factor Mixture Analysis of Employability Profiles over the Life-Span**

B. Van der Heijden <sup>1,\*</sup>, Y. Van Rossenberg <sup>2</sup>, G. Notelaers <sup>3</sup>, P. Peters <sup>1</sup>, J. Stoffers <sup>4</sup>

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**Main Abstract Content: Purpose** – Recently, there has been an increase in the application of person-centered research approaches in the investigation of workplace outcomes. The aim of this study is to identify profiles of employees on the basis of employability dimensions using five different samples of 2,245 employees in total. Moreover, we will investigate whether there is an association between age and the prevalence of the resulting subgroups.

**Design** – An important strength of our data is its partly multi-source character (employee self-ratings and supervisor ratings), which shows employability profiles to be experienced differently depending on the rater. Particularly, we have found profile membership to be associated with supervisors' age, yet unrelated to age for employees. In addition, we have examined the predictive validity and stability of the identified subgroups (configurations or profiles) with regard to several interesting work- and career-related outcome variables (such as career success and innovative work behavior).

**Results** – We provide a description of the profile solution and use Latent mixture modeling to assess the relationship between profile membership with different outcomes.

**Limitations** – Future research using multi-wave samples is needed to systematically test the invariance of profile solutions across time and cultures. Moreover, it would be helpful to conduct more empirical work to predict profile membership (e.g., culture), and additional outcomes of profiles.

**Implications** – We conclude with a reflection upon the outcomes and a discussion of practical implications.

**Originality** – This study adds to the scholarly literature on employability by taking a person-centered approach as a complement to the more traditional variable-centered approach.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Employability*

Th-SYM-1491-4

## **A Systematic Review Of The Relationships Between Employability, Its Antecedents And Consequences**

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**Main Abstract Content: Purpose** – In the turbulent economy, where stable careers have been replaced by frequent employment transitions, personal capacities interact with external opportunities and obstacles in shaping ones' employability (i.e., the odds of securing a job either within the company one is working for or elsewhere). Within the last three decades the investigation of employability has burgeoned, but the current state of the field is often criticized for being fragmented and incongruous. This study aims to contribute towards integration of the literature by providing a quantitative summary on antecedents of employability and its consequences for individual careers and well-being.

**Design** – Firstly, we comprehensively researched the published literature through April, 2016, using combinations of employability related keywords. Secondly, through multiple rounds of evaluative selection, we narrowed down the initial list of 12,764 to a final set of 350 studies that satisfied a priori inclusion criteria. Thirdly, we meta-analyzed the relationships between employability and its antecedents (contextual and personal) and consequences (career, organizational, and personal) as postulated within the conceptual model and associated hypotheses that were developed for the purposes of this study.

**Results** – Although the study is in progress, the initial results begin to answer several requests for synthesis and point out the issues in need for further empirical elaboration.

**Limitations** – Current research focused only on published literature.

**Implications** – We hope that the results will provide clearer insight for practitioners and policy makers into existing knowledge about antecedents and consequences of employability, and aid in overcoming the science-practice gap within this domain.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Employability*

Th-SYM-1491-5

**The Effect of Employability Dimensions of University Graduates on their Job Quality. The Moderating Role of Age**

J. M. Peiró <sup>1,\*</sup>, J. Yevez <sup>1</sup>

<sup>1</sup>Occupational Health, University of Valencia, Valencia, Spain

**Main Abstract Content: Purpose** – The psycho-social employability model proposed by Fugate et al. (2004) identifies several dimensions, such as human capital, social capital, career identity, and personal adaptability as important personal factors that could help young university graduates to get high quality jobs after graduation. Considering this, the purpose of this study was to analyse the relationship between these dimensions and graduates' unemployment and job quality obtained for two age groups of workers. Specifically, the aims of this study were: Firstly, to investigate the relationship between this set of indicators of employability and graduates' unemployment; secondly, to identify the effect of employability dimensions on job quality in terms of education-job match and professional category; and thirdly, to test the moderating role of age in the relationship between personal employability dimensions and job quality.

**Design** – These aims were addressed using a sample of 1,300 Spanish graduates.

**Results** – The regression results showed that human capital, social capital, and career identity were negatively related to unemployment time. Furthermore, the results indicated that some dimensions of employability were related to education-job match and professional category. Finally, the results showed that age moderates the relationship between some dimensions (personal identity and personal adaptability) and education-job match.

**Limitations** – Use of cross-sectional data.

**Implications** – Theoretical and practical implications for graduates' employability are discussed.

**Originality** – These results support the validity of the employability psycho-social model in samples of university graduates. In addition, these results showed how age affects the relationship between employability dimensions and education-job match.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Employability***

Th-SYM-1491-1

**EMPLOYABILITY 2.0: INNOVATIVE WAYS OF STUDYING EMPLOYABILITY**

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**Main Abstract Content: State of the Art**

Because of major changes on the labor market – such as increasing flexibility and the need to self-manage one's career – employability has recently become an important topic of study among scholars worldwide. Although the construct still faces definitional and measurement issues, researchers have made serious progress in improving our understanding of the available forms of employability (e.g., the Employability Process Model of Forrier et al.). Yet, now is the time to take research on employability by integrating perspectives and building theory.

**New Perspectives/Contributions**

This symposium brings together five papers that advance research on employability in innovative ways. Philippaers et al. enhance our understanding about the employability – performance relationship based on four empirical studies; Blokker et al. innovate by examining the role of employability during the school-to-work transition; Van der Heijden et al. use multisource data and introduce a person-centered approach to employability; Pajic et al. present the results of a meta-analysis on the antecedents and consequences of employability to summarize the state of the art and ; and Peiró and Yeves examine the associations between employability and unemployment among recent graduates.

**Research/Practical Implications**

Rather than solely focusing on the academic merit and weaknesses of each contribution, our discussant will specifically challenge presenters to highlight the practical implications of their findings for policy makers, educators, and managerial practice. Furthermore, we will endeavor to bring to light suggestions for future research. In so doing, we hope to attract the interest of practitioners and academics alike.

**Discussant:** Nele de Cuyper, KU Leuven, Belgium

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Employability*

Th-SYM-1491-6

**Prepare for the Start... Go! Examining the Role of Employability in Enhancing Academic Performance before the School-to-Work Transition**

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**Main Abstract Content: Purpose** – Because of major changes in today's labor markets – such as increasing flexibility and dynamics – the way in which young adults can successfully transition from school to work and build their early careers, has shifted dramatically. Employability has become an important outcome, as young adults need to build and maintain their employability already during their studies if they are to make an adaptive school-to-work transition (STWT). Therefore, in this study we examine whether career competencies and experienced institutional support impact graduate students' proactive career behaviors and employability, and whether this subsequently contributes to their academic performance before transitioning to the labor market.

**Design** – We will collect longitudinal data among approximately 1,600 graduate students from a large university in the Netherlands. 2-wave data will be used with approximately 6 months in between measurement moments.

**Results** – Data collection is about to begin at the time of writing. During the presentation at the conference, we will have collected two waves of data.

**Limitations** – A potential limitation is that we focus specifically on graduate students from an economics and business faculty.

**Implications** – Our findings will have valuable theoretical and practical implications regarding the importance of developing career-related competencies and employability during the study career, and will provide useful insights into how students' academic performance may be enhanced in preparation for their transition to the labor market.

**Originality** – This is one of the first studies to empirically examine the role of employability during the STWT using multi-wave data and including objective outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employment relations***

### ***Employability***

Th-SYM-1491-2

## **On the Association between Perceived Employability and Performance: Directionality, Underlying Mechanisms and Conditions**

K. Philippaers <sup>1,\*</sup>, N. De Cuyper <sup>1</sup>, A. Forrier <sup>2</sup>

<sup>1</sup>Organizational and Personnel Psychology, <sup>2</sup>Human Resource Management, KU Leuven, Leuven, Belgium

**Main Abstract Content: Purpose** – Perceived employability (PE; i.e., employees' perceived chance to finding new employment elsewhere) has become key in a dynamic labor market context that requires flexibility from employees and employers. In this context, PE has been advanced as an asset to employers in terms of enhanced employee performance. Yet, empirical inquiry into – and thus support for – this idea lags behind. Accordingly, the current contribution aims to unravel the relationship between PE and performance: It probes *whether* (i.e., with which directionality), *why* (i.e., through which mechanisms) and *when* (i.e., upon which conditions) PE relates to performance.

**Design** – Four studies were conducted within different organizations and sectors in Flanders (i.e., the Dutch-speaking part of Belgium). Different designs (i.e., cross-sectional and repeated-measures survey; experimental research) and analytical techniques (i.e., varying from ANOVA to SEM) were applied.

**Results** – Across all studies, we showed a directionality from PE to performance rather than vice versa (cf., *whether*). Moreover, this relationship was overall positive and particularly evident through higher levels of commitment (cf., *why*): Higher PE coincided with higher affective organizational commitment and thus performance. Nevertheless, this positive relationship weakened upon experiencing unfair treatment by the employer (cf., *when*).

**Limitations** – Potential limitations include the high reliance on self-reports and limited generalizability across cultural contexts.

**Implications** – PE represents a win for employers as it may boost employee performance. Employers should, however, invest in treating their employees fairly.

**Originality** – This contribution informs employability research by providing a systematic analysis of the directionality, nature and underlying mechanisms of, and conditions to, the PE-performance relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1056-6

**Enhancing Personal Growth Initiative through a Strengths Intervention:  
General Self-efficacy as Moderator and Mediator**

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**Main Abstract Content: Purpose.** The aim of this study was to investigate whether an intervention that aims at the identification, development, and use of employee strengths is able to stimulate general self-efficacy and personal growth initiative of workers and how initial levels of general self-efficacy moderate this effect.

**Methodology.** We conducted a field experiment with 84 employees in primary education who were either assigned to a strengths intervention or a wait-list control group.

**Results.** In a one month follow-up study, we found that the intervention had a direct effect on general self-efficacy and an indirect effect on personal growth initiative. Moreover, we found that the intervention was especially effective for participants with low to medium initial levels of general self-efficacy.

**Limitations.** The study was based on self-report data of employees working in one sector.

**Research/practical implications.** Personal growth can be considered as one of the most important needs that individuals seek to fulfill. This study suggests that strengths intervention can facilitate the initiative that employees take to fulfill this need by strengthening their general self-efficacy.

**Originality.** Whereas correlational studies have indicated that strengths use at work is associated with outcomes such as work engagement, self-efficacy and well-being, this paper investigates experimentally whether a strengths intervention promote higher levels of general self-efficacy and, in turn, higher personal growth initiative. Also, our paper supplements the still limited knowledge about individual characteristics that modify and mechanisms that mediate the effects of strengths interventions by including GSE as both a moderator and a mediator in our study.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-SYM-1468-1

**Burnout and work engagement: Same-same, but different?**

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**Main Abstract Content: State of art**

During recent decades, increasing attention has been paid to the relation between job burnout and its assumed opposite positive pole; work engagement (for meta-analyses, see Cole, Walter, Bedeian, & O'Boyle, 2012; Crawford, LePine, & Rich, 2010). Yet, no final conclusion was attained; it is still an open question whether or not burnout and engagement are two separate constructs. This symposium seeks to answer this question by sharing recent, innovative empirical knowledge from various countries, using various approaches.

**New contributions**

This symposium includes five papers that each addresses the fundamental question: what is the relation between burnout and work engagement? First, Taris and colleagues investigate the discriminant validity of the core dimensions of burnout and work engagement. Also their convergent validity is tested by using various job demands and job resources. Second, Ivanova and Osin examine the effects of job demands, job resources, and work motivation on work engagement and exhaustion in multisample design. Third, Maricuțoiu and colleagues investigate the long-term causal associations between burnout and work engagement by using a meta-analysis. Fourth, Leiter and colleagues utilize a person-centred approach and analyze the subtypes based on scores of burnout and work engagement scales. Fifth, Mäkikangas and colleagues investigate the subtypes of burnout and work engagement using longitudinal data.

**Implications**

These studies show that burnout and work engagement are strongly related and seem to be each other's opposites at between as well as within person levels. Although the results of this symposium are not entirely conclusive, it seems that burnout and engagement are not completely overlapping concepts. Future research is discussed that might give a more definite answer about 'same, same but different'.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1468-3

**Burnout and engagement: Identical twins or just close relatives?**

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<sup>1</sup>Utrecht University, <sup>2</sup>ArboNed, Utrecht, Netherlands

**Main Abstract Content: Purpose:** Past research has cast doubts on the theoretical and empirical distinction between work engagement and burnout. This study examined (a) the associations among the two core dimensions of burnout (exhaustion and cynicism) and work engagement (vigour and dedication); and (b) the concurrent and discriminant validity of these dimensions by relating these dimensions to various job demands and job resources.

**Design:** Cross-sectional survey data were obtained from a stratified sample of 1,535 Dutch police officers.

**Results:** Confirmatory factor analysis showed that although the associations among exhaustion, cynicism, vigour and dedication were high, the four indicators were best considered separately. Structural equation modelling revealed that although the indicators of burnout and engagement differed in terms of their correlates, these patterns of associations only partly supported previous theorizing on the antecedents of burnout and engagement.

**Limitations:** Data were collected using a cross-sectional survey design. Common method variance may therefore have affected the findings and causal conclusions cannot be drawn.

**Implications:** Burnout and engagement are overlapping concepts and their conceptual and empirical differences should not be overestimated. Future research should reconsider the processes linking specific demands and specific resources to outcomes, rather than assuming that these processes are largely identical for different demands and resources.

**Originality:** This study adds to our understanding of the relations among (the indicators of) burnout and engagement and their possible antecedents. It suggests that current theoretical frameworks for the relations among these antecedents and engagement/burnout should be extended, allowing for distinctions among different types of demands and resources.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1468-5

**Work engagement or burnout: which comes first? A meta-analysis of longitudinal evidence**

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**Main Abstract Content: Purpose:** Currently, work engagement (WE) and burnout (BU) are considered different forms of workplace well-being, negatively related that might even co-occur, or as direct opposites and mutually exclusive. These contrasting views generate difficulties regarding the true nature of the relationship between the two concepts. In the present paper, we aim at clarifying this issue by testing the cross-lagged effects between WE and BU.

**Method:** We conducted systematic database searches using keywords relevant for WE, BU and design type (e.g. longitudinal), and we found 17 eligible research studies (total N = 8,810). The eligible papers a) reported a longitudinal research study; b) included measures of WE and BU, and c) reported the correlation matrix between WE and BU, at all measurement moments. First, we used meta-analytical formulas to compute the averaged correlations between WE and BU. Second, we used the averaged effects to complete a correlation matrix, which was used to test the cross-lagged effects between WE and BU, using structural equations modelling.

**Results:** On the entire sample of studies, we have found insignificant cross-lagged effects between WE and BU. However, when the time-lag between the two measurement moments was used as a moderator, significant cross-lagged effects were found between WE and BU. So taken together, it seems that the validity of causal perspective depends on the size of the time lag.

**Limitations:** Because of our eligibility criteria, the present literature review is based on a rather small sample of studies.

**Implications:** We emphasize the role of time in understanding how employees might experience forms of well-being over time.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-SYM-1468-6

**Clustering of MBI and UWES subscales: Visions of engagement**

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<sup>1</sup>School of Psychology, Deakin University, Geelong, Australia, <sup>2</sup>Psychology Department, University of California, Berkeley, United States, <sup>3</sup>School of Nursing, University of Western Ontario, London, Canada

**Main Abstract Content: Purpose:** Many have identified engagement as a desirable quality among employees despite disagreements about engagement's core features. The field would benefit from clarity on conceptual and measurement issues.

**Design:** A cross sectional survey of 1,283 Canadian nurses included the 16-item MBI-GS and the 9-item UWES. Factor analyses confirmed the established three-factor solution for the MBI-GS and a one-factor solution for the UWES. A series of cluster analyses contrasted models based on the three MBI-GS subscales, the MBI subscales plus Engagement as defined by the UWES with and without the MBI professional efficacy subscale.

**Results:** A cluster analysis based on the MBI subscales produced a five-factor structure: Engaged, Ineffective, Overextended, Disengaged, and Burnout. Adding the UWES as a fourth indicator did not change this pattern. Deleting the efficacy subscale and combining the UWES with the exhaustion and cynicism subscales produced the same pattern as well.

**Limitations:** The analysis used cross-sectional, self-report survey data.

**Implications:** The findings have implications for defining engagement in contrast to burnout. The results suggest that positive scores on the three MBI-GS subscales may provide a meaningful measure of engagement, despite arguments in the literature to the contrary. A greater consensus on defining engagement will further research and applied work on improving the quality of worklife.

**Originality:** This is the only analysis known to the authors that combines these measures in a person-oriented analysis to evaluate the distinctiveness of derived profiles.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1153-6

**A three-wave study on job crafting, psychological basic need satisfaction, and work engagement**

J. J. Hakanen\*

**Main Abstract Content: Purpose.** The aim of this longitudinal study was to investigate whether psychological basic need satisfaction (autonomy, relatedness, competence, and benevolence) at work can mediate the impact of job crafting (increasing resources and challenges) on work engagement.

**Methodology.** The study used a three-wave, one-year follow-up full panel design among 531 Finnish employees in early childhood education.

**Results.** Results based on SEM supported the partially mediated model, in which job crafting at T1 predicted psychological need satisfaction at T2, which in turn predicted work engagement at T3. Job crafting at T1 also directly predicted work engagement at T3. Thus job crafting at T1 had both direct and indirect effects on work engagement at T3.

**Limitations.** The study was based on one professional group and only self-reports were used.

**Research/practical implications.** This study suggests that through job crafting, employees can fulfill their psychological basic needs and gain more control, a positive self-image and a connection with others at work (CF. Wrzesniewski and Dutton, 2001), thereby enhancing their work engagement.

**Originality.** Previous research has shown that job crafting and work engagement are positively interrelated. However, their causal order has remained somewhat unclear, as sometimes job crafting has predicted work engagement and sometimes vice versa. In addition, the mechanism linking job crafting and work engagement has remained understudied. This is one of the first studies to use a three-wave panel design to investigate the relationship between job crafting and work engagement, and to test the mediating role of psychological need satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**  
**Engagement**

Sa-SYM-1907-4

**Why and how does managerial exemplarity come to increase employees' engagement at work ?**

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**Main Abstract Content: Purpose:** In order to understand the role of Managerial Exemplarity (ME), the managers' capacity to personally put in practice the demands that they make of their directly-reporting employees, in employees' engagement at work, we conducted two studies to test: 1) the mediation effect of procedural justice in the ME - engagement relationship and the consequent influence on citizenship behaviors (Study1); 2) the moderating role of employees' workload between ME and their affective commitment at work (Study2).

**Design/Methodology:** Multiple regression analysis and structural equation modeling (SEM) analysis were conducted based on survey participants of 209 professionals over two time points (Study1) and 158 employees from diverse organizations of service sectors in France (Study2)

**Results:** The results showed a complete mediation effect with a sequential model among the four variables (ME-Justice-engagement-OCB). The interaction model between ME and workload, in study2, explained 32% of the variance accounted for affective commitment.

**Limitations:** Self-report survey may introduce social desirability issues. ME can be measured as a second order construct within a single organization. Results need to be tested in other cultures and professions.

**Research/practical implications:** It is suggested that the absence of managerial exemplarity affects employees' engagement level by reinforcing the sentiment of procedural injustice. In addition, the benefit of managers' exemplary behaviors in increasing subordinates' affective commitment at work is particularly important at the presence of heavy workload.

**Originality/value:** This study is the first to examine managerial exemplarity as an important driver of employees' work engagement by exploring its underlying psychological mechanism and possible moderator in a longitudinal manner.

**Key words:** *managerial exemplarity, affective commitment, engagement at work, workload, procedural justice, OCB*

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour  
Engagement***

Sa-SYM-1907-3

**WHY DO PEOPLE ENGAGE AT WORK: A WORK-RELATED COMMITMENT PERSPECTIVE**

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<sup>1</sup>management, Tsinghua University, Beijing, China

**Main Abstract Content:** Purpose: Antecedents of work engagement are explored mainly from two different perspectives: Conservation of Resources (COR) theory and the theory of job engagement. Despite the consequences and antecedents of work engagement, its psychological underpinnings have been insufficiently explored. Factors identified as antecedents of work engagement in the previous studies are either independent job factors or independent personal factors. Few scholars have examined possible variables which combine both job factors and personal factors. We took a work-related commitment perspective in explaining why HR professionals engage in their work. We first discussed the relationships between organizational commitment, occupational commitment, and work engagement. Secondly, we hypothesized that affective commitment would relate positively to work engagement, mediated by occupational commitment and moderated by job insecurity. Design/methodology Structural equation modeling and hierarchical regression analysis were conducted based on survey respondents of 268 HR professionals from Chinese companies. Results: Findings indicated that affective commitment does positively relate to work engagement, and the relationship is mediated by occupational commitment. Quantitative job insecurity moderates this relationship. Limitations: Cross-sectional data may not be explained as causal relationship. Multiple level factors should be considered. Results need to be tested in other professions and societies. Research/practical implications: The results imply that organizational commitment could lead to work engagement. Helping employees to find the work that they are interested could enhance work engagement. Originality/value: This study is the first to explore the work engagement from a commitment perspective and identified the potential correlations between commitment and engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Sa-SYM-1907-5

**Advances in Work Engagement: Diverse International Perspectives**

H. D. Cooper-Thomas\*, J. Sun

**Main Abstract Content: State of the Art**

The last decade has seen a burgeoning literature on employee engagement. Most research has been conducted in North America or Europe, yet the generalizability of engagement models to other countries has been found wanting (Brough, Timms, Siu, Kalliath, O'Driscoll, Sit et al., 2014).

**New Perspectives/Contributions**

The presentations in this symposium investigate engagement in four different contexts: A nationally representative New Zealand employee sample, two French employee samples, an Indian manufacturing organisation, and a sample of Chinese HR professionals. The first paper expands on social exchange theory to identify seven workplace resources preceding engagement. Hypotheses are tested using a large New Zealand database, with two workplace antecedents identified as being the strongest predictors of engagement. The second paper presents two studies investigating the new construct of managerial exemplarity, that is, a manager's ability to put into practice the demands made of direct reports. Across two French employee samples, managerial exemplarity predicts direct reports' attitudes and behaviours, including engagement.

The third presentation investigates attitudinal antecedents of engagement. Using a sample of Chinese HR professionals, organisational commitment was found to predict engagement, mediated by occupational commitment, and moderated by job insecurity.

The fourth presentation investigates engagement among frontline Indian employees. More engaged employees crafted their jobs, with this relationship stronger for employees who reported high work autonomy.

**Research and Practical Implications**

This symposium refines our understanding of engagement internationally. Theoretically and practically, it highlights the associations of engagement with a broad range of antecedent and consequent variables.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Engagement**

Sa-SYM-1907-1

**What workplace resources predict employee engagement? A social exchange perspective**

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<sup>1</sup>IBM, Auckland, New Zealand, <sup>2</sup>University of Toronto, Toronto, Canada

**Main Abstract Content:** *Purpose.* Research has identified many benefits of having engaged employees, including individual humanistic benefits such as well-being, and broader performance benefits including better customer service and financial results. Research by engagement survey providers identifies key drivers of engagement that organizations can improve. We draw on social exchange theory and resource theory of social exchange to provide more specific predictions about which workplace resources will be exchanged by employees for engagement.

*Design.* Data come from a large practitioner engagement survey, with an initial validation pilot study.

*Results.* The pilot study provides evidence for the construct and criterion-related validity of the practitioner measure relative to two established engagement measures. In the main study, the relationships of seven workplace “drivers” of employee engagement were investigated. Hypotheses were supported, with the strongest predictors of employee engagement being having a clear purpose and vision and providing learning and development opportunities.

*Research and practical implications.* The results broadly support the theoretical propositions. Future research should explore a broader range of theoretical antecedents to further test the application of these theories to work engagement. These theoretical developments are practically relevant, providing a means to evaluate and implement organizational practices that employees will exchange for engagement.

*Originality.* Employee engagement is often conceived of as a resource, either within social exchange theory, job-demands resource theory, or conservation of resource theory. Resource theory of social exchange adds greater specificity beyond “more resources are better”. This detail is useful both theoretically and practically.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Sa-SYM-1907-2

**Work engagement and job crafting: The moderating role of work autonomy**

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<sup>1</sup>University of Auckland, Auckland, New Zealand

**Main Abstract Content:** - Purpose

Studies have found that engaged employees are more likely to craft their jobs. There is, however, less known about the moderating role of contextual factors in understanding this relationship. In the present study, autonomy was investigated as a moderating factor. It was hypothesized that engaged employees are not only more likely to craft their jobs, but this relationship will be stronger for employees with high work autonomy.

- Design /Methodology

To test the hypotheses, data were collected from 320 front-line employees working in a manufacturing organisation in India. Work engagement items were taken from a questionnaire developed by Schaufeli, Bakker, & Salanova (2006), job crafting was measured through a questionnaire developed by Tims, Bakker, & Derks (2012) and work autonomy scale was taken from Breaugh (1999).

- Results

Hypotheses were tested by using structural equation modeling with Mplus 7.4 and all hypotheses were supported.

- Limitations

The questionnaires were self-reported. Additionally, the hypothesized relationships have been tested in an Indian organisation and can be tested in other contexts to assert generalizability of the findings.

- Research/Practical Implications

The results signify the importance of work autonomy in enabling engaged employees to craft their jobs.

- Originality/Value

To our knowledge, this is the first study that has investigated the moderating role of work autonomy in understanding the relationship between work engagement and job crafting.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-SYM-1468-2

**The energy and identification continua of burnout and work engagement: Developmental profiles over eight years**

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<sup>1</sup>Department of Psychology, University of Jyväskylä, Jyväskylä, Finland

**Main Abstract Content: Purpose:** This study sought to identify subgroups of employees characterized by long-term latent exhaustion-vigor (energy continuum) and cynicism-dedication (identification continuum). Also differences between the identified subgroups in their progress in work goals were investigated.

**Design:** Five-wave, eight-year follow-up data among Finnish white-collar professionals ( $n = 168$ ) were studied using Latent Profile Analysis. A General Linear Model for repeated measures was used to test whether the burnout-work engagement profiles differed in work goal progress across time.

**Results:** The analysis yielded three exhaustion-vigor subgroups: 1) “low stable exhaustion - high stable vigor” ( $n = 141$ ), 2) “fluctuating exhaustion and vigor” ( $n = 19$ ), and 3) “stable average exhaustion - decreasing vigor” ( $n = 8$ ). Three subgroups were also found for cynicism-dedication: 1) “low stable cynicism - high stable dedication” ( $n = 124$ ), 2) “increasing cynicism - decreasing dedication” ( $n = 27$ ), and 3) “decreasing cynicism - increasing dedication” ( $n = 17$ ). The most progress in work goals was reported in the groups described by the identification continuum.

**Limitations:** The sample consisted mostly of men who were typically employed in managerial duties.

**Implications:** Both exhaustion–vigor and cynicism–dedication were found to be stable and mutually exclusive experiences for the great majority of the participants. However, mean changes were also detected – especially in vigor – but these were rare. Progress in work goals was associated with how cynicism and dedication develop.

**Originality:** This study was the first one that investigates burnout and work engagement experiences simultaneously within the individual over a long-time period.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Fr-SYM-2607-5

**Crafting Creativity: A Daily Network Perspective**

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**Main Abstract Content: Purpose**

Both social networks and job design have been shown to play an important role in the generation of new ideas. Combining recent insights from both research streams we draw on Job Demand-Resources theory and Social Network theory by hypothesizing that daily expansive job crafting (i.e. seeking resources and seeking challenge) will moderate the joint quadratic relation among daily network size, strength and diversity and daily creativity.

**Design/Methodology**

In order to test this hypothesis, we conducted a daily diary study among 73 purchasing professionals. Participants filled in a contact diary (Fu, 2007) and a daily questionnaire for up to five working days, providing information on all significant contacts during the day as well as on their daily expansive job crafting behavior and creativity.

**Results**

Multilevel regression analysis provided support for the two hypothesized quadratic four-way interactions between daily network size, strength, diversity and expansive job crafting.

**Limitations**

The study relies on a sample of a single occupational group which could limit its generalizability.

**Research/Practical Implications**

Daily expansive job crafting behavior seems to play a pivotal role in the relationship between daily network attributes and creativity. Daily network size had a U-shaped relation with creativity when expansive job crafting was low but a positive one when it was high.

**Originality/Value**

To our knowledge this study is the first to study job crafting in the context of social networks. It is also one of the first to apply a contact diary approach which allows studying the effect of fluctuating daily networks on creativity.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1468-4

**Effects of job demands and resources on burnout and engagement: Motivation as a moderator**

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**Main Abstract Content: Purpose:** We aimed to study the interactive effects of work motivation with organizational factors conceptualized as job demands (job difficulty, workload, decision-making), and job resources (role clarity, social support, feedback) on work engagement and burnout.

**Design:** We conducted two cross-sectional studies using anonymous samples of Russian employees (N=3,614 and N=10,985) from two different large companies. We used validated Russian-language measures of work motivation (based on Self-Determination Theory), job demands and resources, UWES, and emotional exhaustion scale. Hierarchical regression and structural equation modelling were used for data analysis.

**Results:** Work engagement was positively predicted by autonomous motivation, job demands, and job resources. Interactions of both job demands and job resources with autonomous motivation were weak negative predictors of engagement. Burnout was negatively predicted by autonomous motivation and job resources and positively predicted by controlled motivation and job demands. Job resources and job demands moderated the effect of controlled motivation on exhaustion. This picture was replicated across the two studies.

**Implications:** The findings indicate that job demands play an ambiguous role, as they are associated both with engagement and burnout. However, these effects are moderated by work motivation: controlled motivation is associated with a stronger negative effect of job demands on burnout, whereas autonomous motivation is associated with weaker effects of both positive and negative organizational factors on burnout and engagement. The results suggest qualitative differences between the processes underlying engagement and burnout.

**Limitations:** Cross-sectional nature of the study precludes from making causal inferences; longitudinal studies are needed.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1153-5

**The impact of mindfulness on employee well-being:**

**A test of two interventions**

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**Main Abstract Content:** EAWOP17-SYMPOSIUM-1153

**Purpose.** The aim of this study was to investigate whether mindfulness interventions (one-day versus eight-week training program) can enhance employee well-being.

**Methodology.** The study used a quasi-experimental pre-test, post-test control-group design. Participants were 79 Dutch employees working in the financial sector.

**Results.** Multivariate analyses of variance (MANOVAs) revealed that both Mindfulness interventions (vs. control group) were successful. Participants' mindfulness and levels of hope increased significantly after the interventions, while stress levels decreased. In addition, results showed that participants of the one-day training program scored significantly higher on work engagement, whereas participants of the eight-week training program scored significantly higher on psychological detachment. No differences on mindfulness, hope, stress levels, work engagement or psychological detachment were found in the control group. Thus, mindfulness interventions have a positive impact on employee well-being.

**Limitations.** The study was conducted among employees who were all working in one sector. In addition, only self-reports were used.

**Research/practical implications.** This study suggests that through mindfulness interventions, employees can not only enhance their mindfulness and psychological detachment from work, but also lower their stress levels and increase their work engagement. This suggests that mindfulness interventions may offer organizations an important means to foster employee well-being.

**Originality.** Previous research has shown that mindfulness interventions can enhance mindfulness practices. However, studies investigating the impact on employee well-being comparing short and long-term training programs are scarce. This is one of the first studies to use a quasi-experimental design with two intervention groups and a control group to test the impact on employee well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Engagement*

Th-SYM-1056-4

**Daily empowering leadership and job crafting: The moderating role of neuroticism**

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**Main Abstract Content: Purpose.** The aim of the present study was to examine the relationships between empowering leadership behaviours (development support and autonomy support) and followers' job crafting behaviours in the form of daily increasing resources and challenges, and to further explore to what degree followers' neuroticism may moderate these relationships.

**Methodology.** Data from a quantitative diary study (30 days) among 87(18 female) naval cadets participating in a sail ship cruise from northern Europe to North America was used. Data were analysed by multilevel analyses (MLwiN 2.20).

**Results.** Multilevel analyses showed positive relationships between the two dimensions of empowering leadership and both daily increasing resources and increasing challenges. Moreover, a significant interaction between development support and followers' level of neuroticism was found in the prediction of both forms of daily job crafting behaviours. Corresponding interactions were not found between autonomy support and followers level of neuroticism.

**Limitations.** The use of single source ratings was a limitation of this study.

**Research/practical implications.** This study suggests that followers use the opportunities provided by an empowering leader to engage in more crafting behaviours, and the extent that they do this (or not) is dependent on their level of neuroticism.

**Originality.** To our knowledge, this is the first study examining the link and possible mechanisms between empowering leadership and daily job crafting behaviours.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1056-2

**Social drivers of daily work engagement: The role of Job crafting and identification with colleagues**

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**Main Abstract Content: Purpose:** In this study among dyads of colleagues, we aim to examine whether daily work engagement can be triggered by social aspects of the work. Specifically, we propose that when employees increase social job resources- a job crafting behaviour consisting of looking for feedback and advice- they are better able to identify with their colleague. This creates a positive synergy among both members of the dyad, which results in higher levels of vigor and dedication.

**Design/Methodology:** We used a diary design and collected data from 80 dyads of colleagues over 5 consecutive working days. We analysed the multilevel data with the Actor-Partner Interdependence Model.

**Results:** Our findings show that employee's increasing social job resources increases identification with colleagues, which in turn is leads to higher vigor and dedication. In addition, identification with colleagues crosses over between the members of the dyad, which in turns also increases colleague's work engagement.

**Limitations:** Although our theoretical model includes variables that need to be measured in the afternoon, future studies should include more points in time and variables measured at the dyad level.

**Research/Practical implications:** Work engagement is not only triggered by job resources like autonomy or supervisor support. Proactive behaviours aimed at increasing social job resources help create a positive climate among dyads of colleagues, and this is a key resource to increase engagement.

**Originality/Value:** This is the first study looking at social aspects and positive interactions at work as drivers of engagement- on a daily basis.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-SYM-1153-4

**Can decreasing demands help?**

**Interactive effects of job crafting dimensions on employability and job performance**

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**Main Abstract Content: Purpose**

Previous studies generally support the beneficial role of most job crafting strategies for employee functioning. However, evidence is rather inconsistent regarding the role of decreasing hindering job demands. The purpose of this study was to investigate under which conditions decreasing demands is beneficial. We hypothesized that the effects of decreasing demands on job performance and employability will be positive when the other job crafting strategies (increasing social job resources, increasing structural job resources, increasing challenging job demands) are high.

**Design**

A 3-week diary study was conducted among 87 Greek employees. Multilevel analyses were applied.

**Results**

While increasing structural job resources and challenging job demands generally had favorable main effects, decreasing demands had a less clear role: It related positively to other-reference performance but negatively to employability. As expected, decreasing demands related positively to other-reference performance only when increasing social resources was high, and to past-reference job performance only when increasing structural resources was high. Unexpectedly, decreasing demands related negatively to employability when increasing challenging demands was low but it was unrelated to employability when increasing challenging demands was high.

**Limitations**

The use of self-reports and the small sample size are the main study limitations.

**Research/practical implications**

Interventions on job crafting should be revised by taking into consideration that the potential costs of decreasing demands may be avoided if increasing resources strategies are applied simultaneously.

**Originality/value**

Our study uncovers the conditions under which an otherwise unclear job crafting dimension (i.e., decreasing demands) can be of value for employees and organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1056-5

**Can Mobilizing Ego Resources Facilitate Creative Work Performance?**

**The Role of Self-Insight and Social Support for Creativity**

E. M. Op den Kamp\*, A. B. Bakker, M. Tims, E. Demerouti

**Main Abstract Content: Purpose.** In this study, we test the hypothesis that proactively mobilizing physical and mental energy (i.e., *ego resources*) can enable people to be more creative in their work. Moreover, we investigate whether employee self-insight and social support for creativity at work can facilitate this process.

**Methodology.** A total of 242 working individuals participated in a weekly diary study for 3 consecutive weeks, yielding 610 observations to be used in multilevel analyses.

**Results.** Our findings show that mobilizing ego resources behavior fluctuates considerably over the course of weeks (i.e., within persons) and offer support for our hypotheses. Weekly mobilizing ego resources related positively to weekly creative work performance (coefficient = .30,  $p < .001$ ). In addition, self-insight and social support for creativity function as positive cross-level moderators and strengthen the relationship between mobilizing ego resources and creative work performance.

**Limitations.** The variables of interest were measured using self-reports.

**Research/practical implications.** Mobilizing ego resources can add to the influence of relatively distal predictors of creative work performance (e.g., personality or work climate). Insights on how individuals can proactively enable themselves to feel and function well can be used for developmental purposes in work-settings.

**Originality/value.** To date, most research on work creativity adopts a ‘top-down’ perspective in which managers are encouraged to select employees based upon certain person-factors or to establish a resourceful work environment to promote their employees’ creative performance. We take a different approach and examine whether individuals can make themselves more creative in their work by mobilizing their ego resources.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-SYM-1056-3

**Relational job design and proactive work behavior: Links with work engagement and performance.**

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<sup>1</sup>Work and Organisational Psychology, ERASMUS UNIVERSITY ROTTERDAM, Rotterdam, Netherlands

**Main Abstract Content: Purpose**

Organizations to date increasingly rely on employees who collaborate in teams, work interdependently of each other and engage in networking behavior. This study aims to uncover how relational job design interacts with workload to predict work engagement, social job-crafting and networking behavior, and subsequently, team and individual work performance.

**Design/ Methodology**

This was a 5-week quantitative week-book study among 138 employees working for a Child Protection Service in The Netherlands. Data were analyzed using linear mixed models in SPSS.

**Results**

In the weeks people experienced high work pressure, they felt less work-engaged if they also experienced high interdependence. However, they were most engaged in case of a high workload and low interdependence. A high work pressure, high task interdependence and work engagement additive predicted social job crafting, but only work engagement predicted networking behavior. Moreover, only networking behavior predicted next week's individual and team performance.

**Limitations**

Main limitations are: the data were collected in one occupational group and reliance on self-report measures.

**Research/Practical Implications**

If organizations want to reap the benefits of people collaborating in teams and engaging in networking behaviors, they are advised to invest in employee work engagement and to keep the workloads manageable. In case of a manageable workload, interdependence may be an asset, but in case of a high workload interdependence is detrimental for work engagement, networking and subsequently performance.

**Originality/Value**

This study fills a void in our knowledge on how relational job design relates to social pro-active work behavior, work engagement and individual/team performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1056-1

**Improving Work engagement and Performance – Part 1**

A. B. Bakker\*

**Main Abstract Content: State of the Art.** Work engagement has important implications for organizational behavior and outcomes. Engaged employees invest more effort in their work and perform better than those who are less involved. It is therefore crucial to find out which strategies improve work engagement and performance.

**New Perspectives/Contributions.** This symposium consists of two parts, and brings together ten empirical contributions from six countries, namely Spain, The Netherlands, Norway, Finland, Greece, and South Africa. All contributors discuss new individual approaches to improving work engagement, well-being, and job performance, and use sophisticated research designs. More specifically, the papers in the symposium explore the extent to which job crafting, strengths use, mindfulness, and mobilizing ego resources can improve work engagement, job performance, and other positive employee outcomes.

**Research/Practical Implications.** The interventions and daily/weekly diary studies suggest that employees who learn to proactively change their work environment, use their strengths, and mobilize their energy feel more engaged from day to day and from week to week. As a consequence, employees feel better, are more creative, and show better job performance. Trait personality factors like neuroticism and extraversion act as moderators of the link between these positive organizational behaviors and work engagement. Insight in strategies that help employees to be engaged and perform well can help organizations to flourish.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-SYM-1153-2

**Daily Strengths use and Employee Well-being: The Cross-level Effect of Personality**

A. B. Bakker\*, J. Hetland, O. Kjellevold-Olsen, R. Espevik

**Main Abstract Content: Purpose.** This study among naval cadets combined strengths use and personality theories to develop a multilevel model of employee well-being. We hypothesized that naval cadets would experience more positive affect and work engagement on the days they used their strengths. In addition, we predicted that personality (Neuroticism and Extraversion) would qualify these main effects.

**Methodology.** A total of 87 naval cadets first filled out a survey, and then completed a daily diary questionnaire for 30 days.

**Results.** The results of multilevel modeling showed that daily strengths use was positively related to positive affect and work engagement, after controlling for previous day's levels of these variables. In addition, we found evidence for the predicted three-way interaction effect. The positive relationships between daily strengths use and changes in positive affect and work engagement were strongest when trait neuroticism was low (vs. high) and trait extraversion was high (vs. low).

**Limitations.** The study was based on self-report data, and included a unique occupational group, which may limit the generalizability of the findings.

**Research/practical implications.** Whereas previous research has provided strong evidence for the idea that job and personal resources are important predictors of daily and sustained work engagement, the present study shows that employees can also build their own daily work engagement by using their strengths.

**Originality.** Our approach responds to calls for a multilevel approach of employee well-being, and shows that personality is an important moderator of the daily strengths use – work engagement relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-SYM-1153-3

**The role of personality in the process of weekly job crafting, engagement, and performance**

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<sup>1</sup>Erasmus University Rotterdam, Rotterdam, Netherlands

**Main Abstract Content: The role of personality in the process of weekly job crafting, engagement, and performance**

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**Research purpose:** The aim of the study was to investigate the role of positive and negative social relational personality traits in the process of weekly job crafting, engagement and performance.

**Method:** Data was collected among 134 South African employees who filled out a weekly diary questionnaire for three consecutive weeks.

**Main findings:** Weekly structural, social and task crafting predicted weekly in-role performance (self-rating), while weekly structural, social and relational crafting predicted weekly extra-role performance (self-rating). In addition, weekly task crafting predicted weekly in-role performance (peer-rating), while weekly structural and relational crafting predicted extra-role performance (peer-rating). Weekly structural, social and cognitive job crafting also predicted weekly engagement. As predicted, social relational personality moderated the weekly job crafting – performance relationships. For example, social relational positive personality moderated the link between weekly task crafting and work engagement/extra-role performance (peer-rating), as well as the link between weekly structural / task crafting and extra-role performance (self-rating).

**Research/practical implications:** Understanding the role of social relational personality traits in the weekly job crafting process to increase performance may yield positive benefits for organizations.

**Limitation:** The study focused on various organizations and consisted mostly of self-reports.

**Contribution/value-add:** This study highlights the important role that positive and negative social relational personality plays for weekly job crafting and weekly job performance.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Engagement*

Th-SYM-1153-1

**Improving Work engagement and Performance – Part 2**

A. B. Bakker\*

**Main Abstract Content: State of the Art.** Work engagement has important implications for organizational behavior and outcomes. Engaged employees invest more effort in their work and perform better than those who are less involved. It is therefore crucial to find out which strategies improve work engagement and performance.

**New Perspectives/Contributions.** This symposium consists of two parts, and brings together ten empirical contributions from six countries, namely Spain, The Netherlands, Norway, Finland, Greece, and South Africa. All contributors discuss new individual approaches to improving work engagement, well-being, and job performance, and use sophisticated research designs. More specifically, the papers in the symposium explore the extent to which job crafting, strengths use, mindfulness, and mobilizing ego resources can improve work engagement, job performance, and other positive employee outcomes.

**Research/Practical Implications.** The interventions and daily/weekly diary studies suggest that employees who learn to proactively change their work environment, use their strengths, and mobilize their energy feel more engaged from day to day and from week to week. As a consequence, employees feel better, are more creative, and show better job performance. Trait personality factors like neuroticism and extraversion act as moderators of the link between these positive organizational behaviors and work engagement. Insight in strategies that help employees to be engaged and perform well can help organizations to flourish.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***

***Entrepreneurial personality and entrepreneurial decision making***

Th-SYM-1649-3

**Entrepreneur's personal resources foster employees' innovative behavior**

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**Main Abstract Content:** Purpose

The main aim of this study was to explore how entrepreneur's personal resources such as positive beliefs influence their employees' positive affect and innovative behavior. From the perspective of social cognitive theory, people can learn from one another by observing others' behavior, attitudes and results of those behaviors. Hence it is assumed that entrepreneurs who are better equipped to withstand the challenges typically faced by business ventures have a positive impact on employees' affects and behaviour.

**Design/Methodology**

A sample of 85 entrepreneurs running small businesses (between 10-50 employees) from three countries: Poland, the Netherlands and Spain participated in the study, as well as a total of 711 their employees. Multilevel modeling strategy was used to analyze the hierarchically organized data: level 1 – employees, level 2 - entrepreneurs.

**Results**

The results show that there is no direct relationship between the entrepreneur's positive beliefs and their employees' innovative behavior. However, the entrepreneur's positive beliefs predict employees' positive affect, which in turn, predicts their innovative behavior.

**Limitations**

Innovative behavior was only measured by self-reports of employees. The cross-sectional study design limits causal conclusions.

**Research/Practical Implications**

The study is a step forward in understanding innovativeness in small firms. It provides useful knowledge as concerns how entrepreneurs can foster their employees' positive affect and innovative behavior.

**Originality/Value**

This study investigates complex relationships between entrepreneurs' personal resources and their employees' affects and behaviors. The use of a multilevel study design and multicounty sample increase the study's value and contribution.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***

***Entrepreneurial personality and entrepreneurial decision making***

Th-SYM-1649-1

**Personal and work-related resources and entrepreneurship**

M. Laguna\*, M. Gorgievski-Duijvesteijn

**Main Abstract Content:**

- **State of the Art**

Entrepreneurship is important for economic growth and job creation, delivering innovative solutions to social and environmental problems. Most of current entrepreneurship literature is dominated by business and economics research, however psychologists to date start making important contributions to the field.

- **New Perspectives/Contributions**

The unique work situation of entrepreneurs offers a great opportunity for investigating psychological mechanisms explaining the interplay between personal and work-related resources, motivation, decision making, behavior and well-being. The resources of (potential) entrepreneurs play a vital role during different stages of the entrepreneurship process. They impact on vocational decisions, and entrepreneurs' resources can be expected to impact their own performance and well-being, as well as the motivation, behavior and well-being of their employees. This symposium explores the role of entrepreneurs' resources and provides insight into dynamic mechanisms, such as a resource gain spirals, focusing on both individual and team level.

- **Research/Practical Implications**

The novel studies presented during this symposium are a step forward in understanding innovativeness in small firms, providing suggestions for how entrepreneurs can foster their employees' positive affect and innovative behavior. Our findings suggest that money can be an important trigger of job autonomy and work-related social support, which are job resources playing a crucial role for individuals' health. The studies also offer insights into entrepreneurial intentions formation, showing that self-perceived creativity has an impact on the entrepreneurial intentions as well as individual values, psychological traits and entrepreneurial parents as role models.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***

***Entrepreneurial personality and entrepreneurial decision making***

Th-SYM-1649-4

**Higher income = better health? A Longitudinal Study of Entrepreneur Income and Well-being**

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<sup>1</sup>Technische Universität Dresden, Dresden, Germany, <sup>2</sup>Aston Business School, Birmingham, United Kingdom

**Main Abstract Content: Purpose**

Drawing on two psychological resource perspectives – the Conservation of Resources Theory and the Job Demand Resources Model we propose that higher entrepreneur income can trigger a positive resource gain spiral leading to better health. Furthermore, this process is likely mediated through work-related resources (autonomy and social support) and work-related well-being (job satisfaction).

**Design/Methodology**

The cross-sectional sample consisted of 233 entrepreneurs, working in the IT sector (N=117) and restaurants (116). The longitudinal sample (2002-2005) consisted of 73 entrepreneurs, indicating a dropout rate of 68.67% over three years. At both time points entrepreneurs self-reported their health, income, work-related resources, and well-being using established scales.

**Results**

We tested a cross-lagged panel model. Entrepreneurs' income had a direct effect on their health as well as an indirect effect via job characteristics and work satisfaction. The relationship from income measured at t1 to health outcomes at t2 was positive and significantly stronger than the reverse relationship.

**Limitations**

We used self-report measures. However, common method bias is alleviated as reported income is based on objective financial information.

**Research/Practical Implications**

Our findings suggest that money can be an important trigger of job autonomy and work-related social support (particularly in longer term) which are job resources widely acknowledged to play a crucial role for individuals' health.

**Originality/Value**

Using a research design that controls for reverse causality, this study widens the scope of outcomes considered in entrepreneurship research by drawing attention to entrepreneurs' personal health. It highlights the importance of financial resources as an important predictor of health.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

Fr-SYM-490-1

**Virtues and work - Ethical individuals in ethical organizations?**

M. Kaptein<sup>1</sup>, M. Huhtala<sup>2,\*</sup>, M. Ruokolainen<sup>3</sup>, S. D. Schaefer<sup>4</sup>, M. Kangas<sup>2</sup>

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**Main Abstract Content: State of the Art:**

Sustainable and responsible practices in business and in organizations are increasingly important in today's working life. This interest has induced abundant research in the behavioral ethics domain during the recent decades. To answer this growing demand for integrity, organizations need evidence-based knowledge about how they can create and support an ethical, responsible working environment. We also need further understanding about the antecedents and outcomes of ethical work context.

**New Perspectives/Contributions:**

This symposium provides new empirical evidence about several viewpoints on how to understand and support ethicality in organizations. Focusing both on individual processes (amoralization, moral identity, and personal virtues) and organizational context (ethical leadership and ethical culture) it brings interdisciplinary contribution to understanding moral motivation and decision-making in the work context. We also present results on how ethical values and practices can support well-being at work (e.g., lead to less sickness absence, less emotional and cognitive strain, and less turnover).

**Research/Practical Implications:**

The studies give several important implications on how to encourage ethical behavior and reduce unethical practices and their negative consequences in the work place.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Ethics and Sustainability*

*Ethical issues in Organizational Psychology*

Fr-SYM-490-3

**A virtuous employee in challenging human relations work - Do the employees and their supervisors share their perceptions?**

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**Main Abstract Content: Purpose:** This qualitative interview study focused on virtues related to a good employee in social services. It considered both employee and supervisor perceptions and investigated the extent of consistency between them.

**Design/Methodology:** The study was conducted among social workers working in two Finnish cities in 2016. Altogether, 26 employees and 12 supervisors were interviewed. The interviews were analyzed using data-driven content analysis.

**Results:** The results showed that the virtuous employees were characterized by five core virtues: wisdom, self-regulation, humanity, justice and teamwork, which comprised of several different character strengths (CS, i.e., qualities that lead individuals to desire and pursue the good). The wisdom included CSs such as knowledge, perspective and open-mindedness, whereas reflectiveness, self-control and stress tolerance were related to self-regulation. Humanity consisted of CSs labelled optimism, compassion and social intelligence. The CSs commonly associated with the justice were fairness and equality, whereas friendliness, openness and citizenship were usually related to the teamwork. The employees reported more often virtues manifested in customer relationships (i.e., wisdom, humanity, justice), whereas the virtues associated with a good employee in general (i.e., teamwork, self-regulation) were more typically brought up by supervisors.

**Limitations:** The study focused on one occupational sector, which limits the generalization of the findings.

**Originality/Practical implications:** This study shed new light on the employee virtues which have been under-investigated in I/O psychology. It also showed that the employees and supervisors do not necessarily share their perceptions of the virtuous employee – a point which should be considered in a virtue-based organizational development.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Ethics and Sustainability*

*Ethical issues in Organizational Psychology*

Fr-SYM-490-4

**Moral work identity: A study of managers' focus group discussions**

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**Main Abstract Content: Purpose:** This study introduces and empirically tests a new concept of moral work identity (MWI). We define it as a sub-dimension of personal moral identity, referring to individual moral schemas that are applied in and developed through ethical dilemmas at work. We apply Marcia's four-stage ego-identity model to study working adults in organizational contexts.

**Design/Methodology:** Focus group discussions (in total 16 Finnish managers) were thematically analyzed using a theoretically driven approach.

**Results:** All hypothesized MWI stages were found from the data: 1) Diffusion (no commitment to personal ethical values), 2) Foreclosure (the manager has adopted external values without personal reflection), 3) Moratorium (active reflection and consideration of personal values), and 4) Achieved (commitment to personal ethical values after individual exploration and reflection).

**Limitations:** This is a pilot study with a small number of participants, which limits the generalizability of the results.

**Research/Practical Implications:** Studying the processes of moral identity especially in the work context brings a significant contribution to understanding (un)ethical behavior in organizations and individual variation in moral decision-making. Individuals with achieved MWI seem to be more likely to notice and reflect on the ethical dimensions of decisions, and less likely to morally disengage or to contravene moral standards than in the other MWI statuses.

**Originality/Value:** This study is the first to apply developmental psychology to behavioral ethics among working adults. It showed that individuals differ from each other in their moral identities as it comes to work-related ethical issues.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Ethics and Sustainability*

*Ethical issues in Organizational Psychology*

Fr-SYM-490-6

**Ethical leadership – advocate of followers' wellbeing? The effects of ethical leadership on followers' emotional and cognitive strain**

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<sup>1</sup>Department of Human Resource Management, Leadership and Organizational Behavior, Alpen-Adria University Klagenfurt, Klagenfurt am Wörthersee, Austria

**Main Abstract Content: Purpose:** Recent statistics related to sick-leaves illustrate a reduction of physical strain at work. By contrast, mental strain has increased over the last decades. Therefore, increased attention has been drawn to what extent leaders affect followers' wellbeing. Since it is argued that leaders who lead ethically provide job resources (Hobfoll, 1989), the aim of the present study is to investigate the effects of ethical leadership on followers' perceived emotional and cognitive strain. Furthermore, based on a preceding literature review the followers' perceived autonomy at and their general self-efficacy are introduced as contingency variables in this model.

**Design/Methodology:** Testing the model assumptions, a cross-sectional online survey, based on a sample of working people (n = 247) in Austria and Germany, is conducted. To measure the constructs standardized scales are employed.

**Results:** By applying a structural equation model, it can be shown that all seven dimensions of ethical leadership are linked to a reduced emotional and cognitive strain at work. Moreover, the assumed positive moderation effects can be confirmed.

**Limitations:** Further research is recommended to examine possible long-term effects.

**Research/Practical Implications:** The results reveal important implications for occupational health psychology and human resource management theory as well as for leadership practice.

**Originality/Value:** This investigation contributes to the current leadership-focused literature by examining the effects of ethical leadership on followers' emotional and cognitive strain influenced by autonomy at work that is perceived by followers and their general self-efficacy.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Ethics and Sustainability*

*Ethical issues in Organizational Psychology*

Fr-SYM-490-5

**The role of ethical organizational culture in preventing sickness absence and turnover in organizations**

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**Main Abstract Content: Purpose:** The aims of the research were to examine the associations between ethical organizational culture and sickness absence at both individual and work unit levels, to study the role of ethical organizational culture as an antecedent of managerial turnover, and to examine the reasons managers gave for their turnover, and the associations between ethical culture and these reasons.

**Design/Methodology:** Two different datasets were used: one public sector organization with four service areas (altogether 246 work units,  $n = 2192$ ) and a four-year three-wave dataset of 902 Finnish managers from different organizations. Ethical organizational culture was measured with the 58-item CEV scale (CEV; Kaptein, 2008).

**Results:** The results showed that a strong ethical culture was found to associate with less individual-level sickness absence. At the work unit level the same tendency was not found. Moreover, the results indicated that managers were more likely to stay in organizations which had a strong ethical culture. Managers gave reasons for turnover that were related, e.g., to dissatisfaction with the job or organization, value misfit, and decreased well-being in organizations. Especially managers in these turnover reason groups perceived their organization's ethical culture as weaker.

**Limitations:** The number of absences and their duration was not investigated. Research included only self-reports.

**Practical implications and value:** Findings show that ethical values in organizations have the potential to reduce sickness absence and to keep valuable managers in the organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

Fr-SYM-490-2

**An amorization alarm clock: A model of potential rationalizations and neutralizations**

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**Main Abstract Content: State of the Art:**

Neutralizations and rationalizations are important explanations for the rise and persistence of unethical behavior. The literature provides numerous types and examples of neutralizations and rationalizations. However, an overview of possible neutralizations and rationalizations is lacking as well as a logical categorization.

**New Perspectives/Contributions:**

This paper presents a model of what we call amorizations. The model consists of four quadrants, each consisting of three types, represented as a clock. The presented sequence of the types suggests that the later it is, the less room there is to deny moral responsibility.

**Research/Practical Implications:**

A (more) complete overview of possible rationalizations and neutralizations will be helpful for future research to decide on and to account for which technique to study. One of the practical implications is that each of the quadrants requires a different approach to address it.

**Originality/Value:**

The model is the first attempt to capture all possible neutralizations and rationalizations in one model. All examples of neutralizations and rationalizations that we have found in the scientific literature can be placed in the model.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Field and Experimental Research**

Th-SYM-2769-1

**Leadership development and community mobilization: the value of collaborative methodologies in WO psychology field research**

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**Main Abstract Content:** Collaborative research methodologies can contribute to leadership development and innovation, as they offer learning opportunities and reflective spaces for both managers and organizations in the process. Using a qualitative study conducted in a public social housing organization in Quebec, Canada, we argue that using such methodologies can enable change and be profitable to researchers, practitioners, stakeholders and communities. Inspired by a *Realistic Evaluation* approach (Pawson & Tilley, 1997) and Schein's organizational culture framework (1985), this case study intends to document the processes linking organizational culture to citizenship development of social housing residents. This is done using qualitative data collection methods (semi-structured and informal interviews with managers, employees, and residents, focus groups, observations and organizational documents analysis) and the Grounded Theory analysis (Glaser & Strauss, 1967; Paillé, 1994). Some issues regarding collaborative research are discussed, such as the researcher's standpoint, the tension between the creation of learning spaces and respecting confidentiality, as well as the challenges of creating partnership with multiple – and sometimes opposed – social actors. We conclude by reflecting on these issues and the value of collaborative methodologies in WO psychology field research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Flexible work hours*

Th-SYM-2111-1

**Offers and Requests of Idiosyncratic Deals (I-deals): A Necessary Evil for the Rest?**

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<sup>1</sup>Carnegie Mellon University, Pittsburgh PA, United States, <sup>2</sup>Business School, University of Roehampton, London, United Kingdom

**Main Abstract Content:** State of the art. I-deals refer to the negotiated arrangements between employees and their organization to ideally result in beneficial outcomes for both (Rousseau, Tomprou, & Simosi, 2016). Although there is considerable evidence that employees often request some idiosyncratic term in their employment relationship, there is scarce research regarding the process underlying such requests and offers. This results in a poor understanding of the mechanisms of granting and managing such arrangements (Coyle-Shapiro and Conway, 2015).

**New Perspectives/ Contribution.** This symposium explores these mechanisms to better understand the role of i-deals. In the first paper, Bal and Vossaert provide evidence on a new scale development about aspects of i-deals that remain theorized. In the second paper, Chang, Coyle-Shapiro, and Kuo examine how psychological contracts and i-deal requests are linked through psychological needs in unfavorable conditions. The third paper by Aldossari approaches international assignments as i-deals initiated by the organization, which may create repatriates' expectations for future i-deals. In the fourth paper, Kossek offers a much-needed multilevel perspective of how work-family-related practices can be designed based on flexibility i-deal requests to reflect employees' needs. The final paper by Simosi and Tomprou using policy capturing examines how i-deals and peer contributions affect managerial decision making about employee advancement. Violet Ho (University of Richmond), will be the symposium discussant. She will provide insights about the contributions of the papers in theory development and managerial practice.

**Research/Practical implications.** The symposium provides an advancement of under-developed aspects of i-deals ranging from theory development to measurement.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Flexible work hours*

Th-SYM-2111-4

**Managers' career advancement decisions for i-deal holders: A policy-capturing study**

**(ORAL PRESENTATION IN SYMPOSIUM: EAWOP2017-SYMPOSIUM 2111)**

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**Content:** PRESENTATION IN SYMPOSIUM: EAWOP2017-SYMPOSIUM 2111

**Purpose.** In this study we examined the extent to which i-deals affect the process through which managers make decisions about their employees' career advancement.

**Design/Methodology.** Using policy capturing approach, we developed and tested sixteen scenarios in 118 managers to assess the extent to which three types of i-deals (flexibility i-deals, reduced workload i-deals, and development i-deals) along with contributions to co-workers (to reduce any burden to peers due to an i-deal) influence their decisions about their employees career advancements (i.e., pay raise, promotion, and career success).

**Results.** Developmental i-deals positively affect managers' decisions concerning employees' pay raise, promotion, and career success, whereas reduced workload affect their decision negatively. When developmental i-deals are accompanied by contributions to peers, managers make more favorable decisions for pay raise and promotion, but not for long-term success. Contributions to peers affect positively managers' decision about employee career advancement. Flexibility i-deals influence positively managerial decision about employee long-term career success only when employees contribute to their peers.

**Limitations.** Although we instructed participants to make decisions just as they would at work, the extent to which our results generalize to real-life managerial decision making remains an empirical question.

**Research/Practical Implications.** This study provides insights on how managers make decisions about i-deals and offers practical recommendations for career management practices especially for these employees who choose to negotiate and request an i-deal.

**Originality/Value.** This is one of the first studies that explains managerial decision making for i-deal holders.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Flexible work hours*

Th-SYM-2111-2

**Development of an I-deals Motivation and Management Measure  
(presentation in EAWOP2017-SYMPOSIUM-2111)**

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**Content:** PRESENTATION IN SYMPOSIUM: EAWOP2017-SYMPOSIUM 2111

**Purpose.** The purpose of the current study is to develop and validate a new measure of i-deals. More specifically, it aims to introduce measures for two key aspects of the i-deal negotiation process: the motivations that employees have to negotiate i-deals and the management of i-deals in the aftermath of the negotiation process. While current i-deals measures are available, they are aimed at measuring either content (e.g., development or pay) or timing of i-deals (before or after hire). Mixed findings adopting these measures indicate that other aspects of i-deals might play a role, such as i-deal management and motives. On the basis of earlier work, we define two motives for i-deal negotiation, namely growth and accommodation.

**Design/Methodology.** Three studies among a variety of employees in the Netherlands (study 1-3) and a two-wave study among an international sample (study 4) were conducted in which the three new measures were developed, tested, and validated. With these four studies content, discriminant, convergent as well as predictive validity are evaluated.

**Results.** The results show the reliability and validity of the new measures. They are distinct from existing i-deals measures and relate to theoretically relevant predictors and outcomes.

**Limitations.** All studies were based on self-report measures.

**Research/Practical Implications.** The study presents the new measures, which can be used by both researchers and practitioners in determining why people negotiate i-deals, and how they are managed.

**Originality/Value.** The study is the first one to test measures of i-deals motivation and management.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Flexible work hours***

Th-SYM-2111-3

**Granting i-deals begets i-deal expectations: A qualitative study on repatriates  
(ORAL PRESENTATION IN SYMPOSIUM: EAWOP2017-SYMPOSIUM 2011)**

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**Content:** ORAL PRESENTATION IN SYMPOSIUM: EAWOP2017-SYMPOSIUM 2111

**Purpose.** Current research explores the role that international assignments (IA), as a form of i-deals initiated by the organization, play on repatriates' perceived entitlement for continuation after their return to the host organization and their implications for their employment relationship.

**Design/Methodology.** Interviews were conducted with 60 employees and 14 HR managers, including observations and archival data from two Saudi Arabian organizations: Oil-Co and Chemo-Co.

**Results.** From the findings it is evident that there were strong feelings of being "special" deemed by the repatriates as a positive aspect of being selected for IA. Further, findings showed that granting IA i-deal influenced employees' feelings of entitlement to continued idiosyncratic treatment. In Oil-Co, after repatriation, individual's unsuccessfully negotiated i-deals (i.e., special promotion track or exceptional career progression plan) which had detrimental effects for their repatriation, such as thoughts of quitting. In Chemo-Co, repatriates were more likely to successfully negotiate and obtain idiosyncratic arrangements (moving from technical track to managerial track) thus increasing perceptions of job satisfaction and affective commitment.

**Research/Practical Implications.** The present study provides interesting paths of how granting i-deals can backfire if not sufficiently managed.

**Limitations.** The research findings presented here have been reported from data gathered at one point in time. Longitudinal research design can potentially provide deeper insight.

**Originality/Value.** This is the first paper that offers useful directions about how granting i-deals initiated by the organization, can create expectations about its management and the potential effects when these fail to be managed properly.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Flexible work hours***

Th-SYM-2111-5

**How Do I-Deals Deal with Psychological Contract Breach? A Psychological Needs Perspective**

**(ORAL PRESENTATION IN SYMPOSIUM: EAWOP2017-SYMPOSIUM 2111)**

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**Content:** ORAL PRESENTATION IN SYMPOSIUM: EAWOP2017-SYMPOSIUM 2111

**Purpose.** We explore how psychological contracts and idiosyncratic deals (i-deals) are related from a psychological needs perspective. We focus on two prominent needs (the need to belong and the need for control), and examine how thwarted psychological needs can provide one explanation for the relationship between employees' psychological contract breach (PCB) and requesting an i-deal. **Design/Methodology.** Using a sample of 124 EMBA Taiwanese employees, we gathered the data at three points in time with a separation of three months between each measurement point. PCB was captured at Time 1, thwarted psychological needs at Time 2 and request for an i-deal at Time 3. **Results.** Thwarted belongingness needs positively mediate the relationship between PCB and the request for an i-deal whereas thwarted control needs negatively mediate the relationship between PCB and request of an i-deal.

**Limitations.** The study considers psychological needs only without concurrently examining the role of individual differences or contextual factors.

**Research/Practical Implications.** We provide an alternative perspective for psychological contracts and i-deals beyond a social exchange explanation. We demonstrate that thwarted psychological needs can explain why (and why not) PCB leads to (or not) an employee requesting an i-deal.

**Originality/Value.** While psychological contracts and i-deals share a common theoretical basis in social exchange theory, empirically, the two strands of research have remained independent.

Drawing upon psychological needs, we integrate the two frameworks by examining how PCB can trigger employee's' request for an i-deal.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employment relations***

***Flexible work hours***

Th-SYM-2111-6

**Work-Life Boundary Control as Flexibility I- Deals**

**(ORAL PRESENTATION IN A SYMPOSIUM: EAWOP2017-SYMPOSIUM 2111**

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**Content:** PRESENTATION IN SYMPOSIUM: EAWOP2017-SYMPOSIUM 2111

State of the Art. Rising connectivity impacts where, when, and how work is done; changes work-nonwork social relationships; increases 24-7 availability, and intensifies the pace of daily life. Blurring work-life boundaries are challenging as employees and organizations negotiate work-nonwork permeability in increasingly diverse ways, referred to as boundary management styles (separators, integrators, cyclers) (Kossek, 2016). Although both involve work-life customization, boundary management and idiosyncratic deals (i-deals) literatures lack integration. Flexibility i-deals allow employees to work a preferred schedule or location (Rousseau, 2005), but understudies boundary control.

New Perspectives/Contributions. Fresh insights include: 1) the argument that work-life boundaries are growing i-deals; 2) new literature, assessment, and research and teaching examples demonstrating that boundary management preferences are increasingly diverse; and 3) a multi-level perspective that organizations would foster greater person-environment fit if they more actively supported I-deals for boundary customization.

Research/Practical Implications. Guidance is provided on how organizations, managers and individuals might better negotiate and manage preferences for work-life boundary management to customize individuals' daily boundary management needs as i-deals that enhance individual and team well-being. Recommendations are provided to assist, researchers, teams and organizations in examining how to create positive cultures of customized i-deals as a normalized way of working and social exchange. Many organizations adopt work-life policies as formal one- size fits all programs and do not consider the need for mainstreaming work-life boundary i-deals as essential for implementation.

Originality/Value. Little research relates work-life boundary control to i-deals, nor the daily idiosyncratic ways that work-life availability is enacted.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Flexible work hours***

Th-SYM-1234-4

## **How necessity affects the effect of work-related extended availability on work-life-balance and the effectiveness of boundary management strategies**

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### **Main Abstract Content: Purpose**

Work-related permanent availability is defined as employees' availability for work concerns outside the work domain. Previous research reflects that permanent availability mostly leads to impairments of work-life-balance. However, some studies also revealed positive effects on employees' work-life-balance. The present study investigates whether the necessity of availability affects availability's beneficial consequences. In this regard, we expect that permanent availability has more positive effects on employees' work-life-balance and that boundary management strategies are more effective given low (i.e. a high degree of voluntariness) than high necessity.

### **Design/Methodology**

To test our assumptions, we conducted a cross-sectional online study with 169 employees from the IT sector. Aside from permanent availability (i.e. number of work-related requests outside regular working hours), we assessed boundary management strategies, the necessity of the availability, work-life-conflicts and detachment from work.

### **Results**

In line with our assumptions, moderated multiple regression analysis showed that permanent availability was associated with fewer work-life-conflicts when the necessity of availability was low but not when it was high. Similarly, boundary management strategies led to more detachment from work only when the necessity of availability was low.

### **Limitations**

Results are based on a cross-sectional design and on a new measure of the necessity of availability.

### **Research/Practical Implications**

Keeping the necessity low (e.g. reduce workload, emergencies) provides a strategy to ensure that work-related availability has positive (and not negative) effects on employees' work-life-balance.

### **Originality/Value**

This study provides first insight into the question under which circumstances permanent availability has beneficial consequences and sheds light on one underlying process.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Flexible work hours***

Th-SYM-1234-3

## **Extended work availability outside working hours: Motives and consequences on sleeping quality of Austrian workers**

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<sup>1</sup>TU Wien, <sup>2</sup>Chamber of Labour of Lower Austria, Wien, Austria

### **Main Abstract Content: Purpose**

Modern work life is often characterized with the opportunity to access work outside regular working hours. This results in extended working time and an “always on” mentality. Recent studies show that extended work availability impairs well-being and recovery experience (e.g. Dettmers, Bamberg & Seffzek, 2016). In this study, we investigate the relationship of extended work availability, cognitive irritation and sleeping quality.

### **Design/Methodology**

A cross-sectional questionnaire study (paper-pencil and online) was carried out with a sample of N=4.163 Austrian workers from different industries. In an exploratory analysis, predictors for e-mail availability outside working hours are explored (e.g., motives, demographics, industries). Subsequently, the relationship of extended work availability, cognitive irritation, and sleeping quality is tested.

### **Results**

Preliminary analyses show that the direct negative relationship between extended work availability and sleeping quality ( $\beta = -.04$ ) turns positive ( $\beta = .08$ ) once cognitive irritation is added. Availability via e-mail outside working hours relates positively to cognitive irritation ( $\beta = .28$ ) which, in turn, relates negatively with sleeping quality ( $\beta = -.41$ ). The fear of negative consequences at work when not available was found to be a driver for extended work availability.

### **Limitations**

Due to cross-sectional data no causal conclusions can be made.

### **Research/Practical Implications**

Based on these results, we aim to support the policy-making process for this issue in order to improve employees' working conditions and well-being and prevent employees from self-exploitation.

### **Originality/Value**

By analyzing predictors for extended work availability, we gain a more holistic understanding of this phenomenon.

**Disclosure of Interest:** M. Hartner-Tiefenthaler Conflict with: This study was supported by the Austrian Chamber of Labour, S. Feuchtl Conflict with: This study was supported by the Austrian Chamber of Labour

**Keywords:** None

*Employment relations*

*Flexible work hours*

Th-SYM-1234-5

**Perceived legitimacy of permanent availability, psychological detachment and their role for emotional exhaustion**

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<sup>1</sup>Federal Institute for Occupational Safety and Health (BAuA), Dortmund, Germany

**Main Abstract Content: Purpose**

Modern communication technologies allow employees to be available at all times which can be perceived as psychologically demanding. This study aims at shedding light on the relationship between permanent availability and burnout. Drawing on the importance of cognitive appraisal (Lazarus, 1974), we tested whether this relationship depends on employee's perceptions of the legitimacy of availability demands. Another potential mechanism we examined is the mediating role of psychological detachment.

**Design/Methodology**

We examined data of 17.933 employees from the Working Time Survey 2015 of the Federal Institute for Occupational Safety and Health to test our model.

**Results**

A series of structural equation models showed that psychological detachment partially mediated the relationship between permanent availability and emotional exhaustion while perceived legitimacy moderated the relationship. The relationship between permanent availability and emotional exhaustion was stronger in case of low perceived legitimacy.

**Limitations**

Given the cross-sectional nature of the data, causal conclusions cannot be drawn.

**Research/Practical Implications**

The results indicate that perceived legitimacy and psychological detachment are important variables in the relationship between permanent availability and the occurrence of stress. They might explain why employees feel more or less stressed when confronted with availability demands and point to leverage points for interventions. A test of the model with longitudinal data is necessary.

**Originality/Value**

While permanent availability is a subject of controversial public debate, our study is the first to propose a process model considering the effects of perceived legitimacy of availability demands and detachment which has been tested in a large-scale sample.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Flexible work hours***

Th-SYM-1234-6

## **The differentiated voluntary or expected availability for work effects on Work-Family-Conflict (WFC)**

J. Dettmers <sup>1,\*</sup>

<sup>1</sup>Medical School Hamburg, Hamburg, Germany

### **Main Abstract Content: Purpose**

Studies that have investigated the effects of extended availability for work on employee well-being have provided evidence for detrimental effects on work-related well-being, recovery and WFC. However, most studies do not differentiate between extended work availability as an organizational requirement on the one hand and voluntary actions to increase the own availability on the other hand. The aim of the presented study is to analyze the differentiated effects of extended work availability on WFC with regard to external expectations or voluntary action.

### **Design/Methodology**

680 employees completed an online-questionnaire assessing organizational expectations for extended availability, voluntary actions to remain available, and work family conflict. A second survey wave with 450 of the first participants is in progress.

### **Results**

Hierarchical Regression analysis revealed that both organizational expectations for extended availability and voluntary actions to remain available were independently positively related to WFC.

### **Limitations**

The survey data is cross-sectional. A second wave to analyze longitudinal data is in progress and may be presented.

### **Research/Practical Implications**

From a theoretical point of view it is important to differentiate the effects of work characteristics that are outside the individual (organizational availability expectations) from individual voluntary behaviours. Both may be addressed by different intervention. Whereas organizational expected availability must be an issue of organizational design of availability, individual voluntary action may be addressed by person focused interventions.

### **Originality/Value**

This is to our knowledge the first study to include voluntary availability and organizationally expected availability into one research model.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Flexible work hours*

Th-SYM-1234-1

**Permanent availability and employees' work-life-balance and health**

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**Main Abstract Content: State of the art**

Advances in communication technology allow employees to be contacted outside regular working hours for work related reasons. Research suggests that this permanent availability has effects on employees' well-being. However, the extent of permanent availability as well as the conditions under which permanent availability has negative or positive effects on employees' work-life-balance and health remain largely unclear.

**New Perspective/Contribution**

The aim of this symposium is to present and discuss findings on the effects of permanent availability on employees' work-life-balance and health. First, an overview is given about the distribution of permanent availability and its relation to work-life-balance and health using a representative sample of the German working population. The next two papers focus on the relation between permanent availability and work-life-balance by taking a closer look at voluntary vs. external expected permanent availability as well as the perceived necessity of availability. The following two papers explore mechanisms and contexts in the relation of permanent availability with the health-related outcomes emotional exhaustion and sleep, such as the perceived legitimacy and expected consequences of permanent availability.

**Conclusion and Implications for Research/Practice**

The findings of the studies not only confirm that permanent availability is related to employees' health and work-life-balance but also show that the circumstances of permanent availability play an important role. The results trigger the discussion on how permanent availability should be organized and thus provide relevant starting points for research and practice.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Flexible work hours***

Th-SYM-1234-2

## **Distribution and risks of permanent availability in Germany**

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<sup>1</sup>Federal Institute for Occupational Safety and Health (BAuA), Dortmund, Germany

### **Main Abstract Content: Purpose**

Although permanent availability is a subject of controversial debate in politics and in the media, scientific studies on this topic are rare. To objectify these discussions, reliable data are necessary. This study investigates the distribution of permanent availability and its relation to employees' work-life-balance and health in a representative sample of the German working population.

### **Design/Methodology**

Data of 18.119 participants of the Working Time Survey 2015 of the Federal Institute for Occupational Safety and Health are examined. Various sociodemographic and work characteristics are considered to describe the distribution of permanent availability. Further, participants' health and work-life-balance depending on permanent availability are examined.

### **Results**

Overall, 22% of the employees report to be expected to be available for working issues but only 12% confirm to be often actually contacted after work. Permanent availability is rather associated with work characteristics than with sociodemographic characteristics. Employees with permanent availability report worse health and work-life-balance.

### **Limitations**

Although the sample is representative, the cross-sectional data do not allow for causal inferences.

### **Research/Practical Implications**

The findings can contribute to debates on permanent availability as they give insights on the relevance of the phenomenon as well as its distribution and associated risks. In practice, it should be examined carefully, in which kind of jobs permanent availability is actually expected and practiced.

### **Originality/Value**

This study provides reliable data the extent and distribution of permanent availability in Germany as well as its relation to health and work-life-balance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***

***Founding success and business success***

Th-SYM-1880-1

**Entrepreneurial subjective well-being and business performance, A two-year follow-up study**

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<sup>1</sup>Work and Organisational Psychology, ERASMUS UNIVERSITY ROTTERDAM, Rotterdam, <sup>2</sup>Dept. of HR studies, Tilburg University, Tilburg, Netherlands

**Main Abstract Content:**

**Purpose**

The purpose of this study was to test the “happy-worker” thesis among entrepreneurs, by investigating bi-directional relationships between entrepreneurial well-being, objective business performance indicators, and subjective personal and financial business success.

**Design / methodology**

This was a two-wave longitudinal survey study among 121 entrepreneurs in The Netherlands, using a time lag of 2 years. Data were analyzed using Smart PLS.

**Results**

Subjective well-being on Time 1 (work engagement; life satisfaction; and job satisfaction) predicted both subjective personal business success and subjective financial business success, but not objective business performance (profit and turnover) over time. The expected recursive relationships between business performance at T1 and well-being at T2, were not found, although objective business performance and subjective business success were strongly related at both measurement moments. Objective business performance at T1 predicted perceived entrepreneurial success at T2 through well-being T1. The finding that positive well-being at one time predicts subjective entrepreneurial success two years later, over and above the current objective business indicators corroborates findings of previous research.

**Limitations**

The main limitations of this study are that data were collected only at two points in time and the rather long time lag between data waves.

**Research / practical Implications**

Entrepreneurs base their business decisions on perceived business success, which was found to be influenced by entrepreneurs' well-being and does not need to accurately reflect the objective financial situation. This underscores entrepreneurs' well-being as key for business performance.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Teams and workgroups*  
*Group and team processes*

Th-SYM-2071-6

**Organisational Engagement and Proactivity: Explaining the Effects of Team Working and Appraisal on Outcomes**

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**Main Abstract Content:**

**Purpose**

Previous research (e.g. West et al., 2002, 2006; Lyubovnikova et al., 2015) has demonstrated links between certain HRM practices – particularly team working and appraisals – and patient outcomes in hospitals. This paper explores two explanatory mechanisms for these effects, by considering organizational level constructs for work engagement and proactivity.

**Design/Methodology**

We used routinely collected staff survey and outcome data from 147 hospitals in England. IVs were the proportions of employees having well-structured appraisals and working in well-structured teams. Work engagement and proactivity were each measured by three items ( $\alpha = 0.81$  and  $0.86$  respectively). Organizational performance was measured by patient mortality and patient satisfaction.

**Results**

Both team working and appraisals were strongly linked to both forms of engagement, as well as to mortality (whereas having any form of appraisal and team working were not). Bootstrap tests found significant mediated effects between team working and patient satisfaction ( $p = .001$ ), and between both HRM variables and mortality. There was some evidence for a three-stage mediation process (HRM-engagement-proactivity-outcomes).

**Limitations**

The order of causality cannot be fully determined, particularly between engagement and proactivity. Measures were constrained to secondary data sources.

**Research/Practical Implications**

Having high-quality HRM practices is essential to promote engagement and proactivity, subsequently patient outcomes. The adoption of organizational constructs for engagement and proactivity is helpful to explain these relationships.

**Originality/Value**

Using routinely collected data, the formation of organizational level constructs of engagement and proactivity helped to explain mediating processes of a well-known relationship (HRM & performance).

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-SYM-2394-1

**Team Leadership Supporting Team Processes in Different Contexts: Tackling Organisational Challenges with an Academic Approach**

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**Main Abstract Content: State of the art**

The impact of team leadership on team effectiveness is evident (e.g. Druskat & Wheeler, 2003; D’Innocenzo et al, 2015; Lorinkova et al, 2013; Benoliel & Somech, 2015). For many organizations however, designing and effectuating effective team leadership is a major challenge. This makes this scientific domain highly suitable for abductive inference (Mathieu, 2016), implying that a practical quest is tackled with scientific rigor and results are used to enrich and refine existing theory. This symposium explores different leadership approaches in different team contexts while building on organisational issues.

**Contributions**

Four empirical studies conducted by researchers from diverse affiliations and nationalities illustrate the role and outcomes of various types of team leadership in different contexts. The presenters will highlight the organisational issue underlying their research. Koeslag investigates multiple leadership styles’ effects on team learning in *university teacher teams with an innovative task*. Hoven explores effective leadership behaviours in *emergency management command-and-control* teams. Van Mierlo addresses boundary-management behaviours displayed by team leaders and members of *semi-autonomous teams in a large municipality*. Dorta Afonso reports on how adaptive behaviours depend on leadership styles and the magnitude of change in *firefighting teams*. The symposium introduction and discussion explore the value and practice of contextual team leadership research based on abductive inference.

**Research implications**

The diversity in studied team types and their organisational issues foster a comparison of roles and outcomes of different types of team leadership across contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***  
***Group and team processes***

Th-SYM-2071-5

**Linking clan work-unit culture and work-unit engagement: the mediator role of communication quality**

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<sup>1</sup>University of Valencia, Valencia, Spain, <sup>2</sup>Universidad de la República, Montevideo, Uruguay

**Main Abstract Content:**

**Purpose**

We investigated whether 1) change over time in clan work-unit culture is related to change in work-unit engagement, and 2) whether this relationship is mediated by change in work-unit communication quality.

**Design/Methodology**

We collected data from a sample of employees (N=905) working in 81 bank branches at two time points separated by 2 years. Data were analyzed by means of hierarchical multiple regression.

**Results**

The results obtained showed the following: 1) change in clan work-unit culture was positively related to changes in work-unit engagement ( $\beta = .26, p < .05$ ) and communication quality ( $\beta = .82, p < .01$ ), 2) change in work-unit communication quality was positively related to change in work-unit engagement ( $\beta = .44, p < .05$ ), and 3) the relationship between change in clan work-unit culture and change in work-unit engagement was mediated by change in work-unit communication quality (indirect “effect” (ab): .359;  $P = z_a z_b = 28.38, p < .01$ ).

**Limitations**

Data were collected from the same source (unit members), which might have inflated the relationships observed. However, the longitudinal design implemented contributed to attenuating this methodological artifact.

**Research/Practical Implications**

Our study shows one of the mechanisms (communication quality) linking clan work-unit culture and work-unit engagement, and suggests that implementing the values of clan cultures is a way to improve unit engagement.

**Originality/Value**

This is one of the first studies to show one of the mediators linking unit culture and work engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Teams and workgroups**  
**Group and team processes**

Th-SYM-1503-7

**Temporal Relationships of Communication and Conflicts in Teams**

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**Main Abstract Content: Purpose**

Still little is known on the temporal relationships of variables key to effective teamwork. We assess the temporal relationships between team communication structure and team-level conflict, trying to understand how the pattern of team communication over time shapes future levels of conflict.

**Design/Methodology**

We collected data from 41 student management teams (271 members) six times in one year, asking each team member to rate each fellow team member regarding how often they had talked about (a) work-related and (b) personal matters. The team's *communication structure* was calculated using conventional measures of network density. We also repeatedly measured *conflict* using Jehn's (1995) four-item relationship conflict scale.

**Results**

Functional Regression Analysis (Yao, Müller, & Wang, 2005) revealed that teams with lower (resp. higher) levels of personal and work-related communication showed higher (resp. lower) levels of team conflict. Moreover, when predicting team conflict at later points in time, not only overall levels of personal communication mattered, but also (and especially) the evolution in personal communication.

**Limitations**

We collected a sample of Dutch student teams, thereby limiting the generalizability of our findings.

**Research/Practical Implications**

By showing that relationships between communication and conflict may change over time based on the team history, we hope to create more insight into the complex dynamics of teamwork for both researchers and practitioners.

**Originality/Value**

Theoretically, we develop new understandings of team communication and conflict over time. Methodologically, we introduce the method of functional data analysis to the team literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Teams and workgroups**  
**Group and team processes**

Th-SYM-2071-3

**Team boosting behaviors: Introducing and measuring a novel concept**

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**Main Abstract Content:**

**Purpose**

This contribution introduces the novel concept of ‘*team boosting behavior*’, defined as activating, mood-enhancing, and bonding behaviors directed at fellow team members. We propose that *team boosters* (i.e., members high in team boosting behavior) can disproportionally influence team processes and outcomes from the bottom up. We develop and validate a three-dimensional scale of team boosting behavior and explore its relationship with collective, team-level work engagement and team performance.

**Design/Methodology**

Study 1 was a scale-construction study among 384 individual team members, designed to select the best items from an extensive item set. In study 2, we validated the resulting team-boosting scale among 239 members of 69 intact teams.

**Results**

In study 1, we used an iterative EFA-process to construct an 18-item 3-dimensional team-boosting scale. Study 2 supported the construct validity of this team-boosting scale. The 3-dimensional model showed satisfactory fit;  $\chi^2(130)=2.59, p<.01$ ; RMSEA=0.08; CFI=.94; TLI=.94; SRMR=.05. As proposed, team-level analyses showed that team boosters affect the entire team, showing positive associations between activating-behavior of the highest-scoring team member and leader-ratings of team work engagement and team performance.

**Limitations**

Both studies were cross-sectional, allowing no causal inferences.

**Research/Practical Implications**

We advance the literature on team composition and present an instrument that can be used to examine to what extent single team members has the potential to boost their team’s outcomes.

**Originality/Value**

Team boosting behavior reflects a novel concept in team research, aimed at charting the potential disproportional bottom-up influence of individual team members on the team.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Th-SYM-2071-4

**Doing good is energizing**

**The influence of an ethical leadership style on team work engagement**

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**Main Abstract Content:**

**Purpose**

This study explores the impact of a specific leadership style, ethical leadership, on the level of team work engagement (TWE). According to social exchange theory, it is expected that this style facilitates higher levels of energy and dedication towards work.

**Design/Methodology**

21 teams participated in this study (n = 104 individuals, 63.7% females). These teams were from different activity sectors and had, in average, 4.65 members (sd = 0.76), working together from less than 1 year (17,7%) to over 10 years (5%). Data from questionnaires was analyzed at the team level, using Mplus.

**Results**

Perceiving the team leader as having ethical behaviors, capable of establishing fair personal relationships increases the collective levels of TWE ( $\beta = .45$ ,  $p = .033$ ). Also, team psychological safety mediates this relationship (indirect effect = .19; 95% CI: {0.0091, 0.59}, 10000 resamples).

**Limitations**

This was a cross sectional study, therefore providing a limited view on a process that likely unfolds overtime.

**Research/Practical Implications**

Considering (ethical) behavior of leaders goes beyond their public perception as socially responsible or fair. It may increase a team's collective motivation towards work, by developing a shared belief that the team is safe for taking interpersonal risks (e.g. sharing different opinions) with no fear of negative consequences (e.g. favoritism behaviors).

**Originality/Value**

To our knowledge, there is limited research focusing on leadership styles influence on TWE. This study is, therefore, a first attempt at understanding the role of the leader in fostering his/her team's levels of energy and identification towards the work.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Th-SYM-2071-2

**Team Job Demands-Resources (tJD-R) Theory:  
Team Level Formulation and Cross-level Relationships**

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**Main Abstract Content:**

**State of the Art**

Teamwork is a generalized feature in modern organizations, and the search for drivers of teamwork effectiveness remains an unresolved issue. Job demands-resources (JD-R) theory has demonstrated at the individual level that engagement and burnout are two states that contribute to organizational performance. As teams have now become an integral part of many organizations, it seems worthy to theoretically articulate JD-R theory at the team level.

**New Perspectives/Contributions**

Although this extension has been timidly tried at the empirical level, there is still only limited theoretical development. As a response, based on multilevel theory and recent developments of motivational theory applied to teams, this work extends the JD-R model to the team level including several crossover effects.

**Research/Practical Implications**

In doing so after an extensive literature review we suggest the isomorphism between well-being states at individual and team levels. We examine how team antecedents and team states are related (i.e. interdependent transactions triggered by meaningful job characteristics), and propose a Demand/Resources ratio since all teams do not respond in the same way to the same job characteristics. We also formulate propositions to be contrasted detailing how top-down influences are explained by homogeneous contextual factors, management practices, and social information processing whereas bottom-up emergence is explained by self-organization and emotional contagion.

**Originality/Value**

Our work contributes to theory development by testing the cross-level robustness of JD-R theory; to empirical research by proposing testable propositions on the JD-R model from a multilevel perspective; and to practice by contributing to team effectiveness.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Group and team processes***

Th-SYM-1503-6

#### **Differences in Coordination Patterns Between Novice and Expert Teams: Examples from Healthcare**

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<sup>1</sup>University of Zurich, Zurich, <sup>2</sup>University Children's Hospital Basel, Basel, <sup>3</sup>University Hospital Zurich, <sup>4</sup>ETH Zurich, Zurich, Switzerland

#### **Main Abstract Content: Purpose**

Current research on team processes indicates that not only behaviour frequencies but also changes in and patterns of coordination are important correlates of team effectiveness. However, empirical research on factors underlying the emergence of these patterns is still limited – in particular with regard to implicit coordination. The current study addresses this gap by investigating differences in coordination patterns between novice and expert teams in healthcare.

#### **Design/Methodology**

Healthcare professionals from two resuscitation-training courses (introduction vs. refresher) volunteered to participate in the study. They were randomly assigned to 16 three-person teams. The study used a quasi-experimental design with two conditions (novice vs. expert), whereby participants of the introductory course were assigned to the novice condition (8 teams) and participants of the refresher course were assigned to the expert condition (8 teams). The teams completed a standardized simulation scenario. Teams were videotaped and a trained rater manually coded their coordination behaviour.

#### **Results**

Lag-sequential analysis revealed that expert teams were characterized by patterns in which implicit coordination behaviour (i.e., talking to the room) was followed by further implicit coordination behaviour and not followed by explicit coordination behaviour (i.e., instructions), whereas the reverse was true for novice teams.

#### **Limitations**

The sample size is rather modest.

#### **Research/Practical Implications**

The current study emphasizes the significance of investigating coordination patterns for understanding team coordination. Moreover, the study provides useful insights for team trainings in healthcare.

#### **Originality/Value**

This is the first study to address differences in implicit coordination patterns between novice and expert teams.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Teams and workgroups*  
*Group and team processes*

Th-SYM-2071-1

**Collective work engagement: Antecedents and consequences of work engagement at the team and organizational level**

D. J. Fortuin\*, H. van Mierlo

**Main Abstract Content:**

**STATE OF THE ART**

In the last decade, research has shown that work engagement has important implications for individual behaviors and outcomes at work. Recent work suggests that work engagement can also be conceptualized and measured at the team or even organizational level. Such collective forms of work engagement have been linked to beneficial outcomes at both the individual and collective level (e.g., Costa et al., 2014). In this symposium, we address recent empirical and theoretical advancements regarding the nature, antecedents, and consequences of work engagement at the team and organizational level.

**CONTRIBUTIONS**

This symposium includes five contributions by researchers from diverse affiliations and nationalities, exploring work engagement at the team and organizational level. Urien (Spain) presents a team-level perspective on the influential Job-Demands Resource model. Fortuin (Netherlands) introduces a novel concept: “team-boosting behavior”, and examines its association with team-level work engagement. Costa (Portugal) studied the effect of team leaders’ ethical behaviors on teams’ collective work engagement. González-Romá (Spain) advances the field by exploring the relationship between work-unit culture and engagement, including the role of communication quality. Finally, Dawson (England) adds an organizational-level perspective by investigating the role of work engagement and proactivity in the relationship between HRM practices and patient outcomes in hospitals.

**RESEARCH/PRACTICAL IMPLICATIONS**

This symposium showcases the promising field of higher-level work engagement. Together, the contributions demonstrate that HRM-practices, culture, leadership styles, and member behaviors can foster collective work engagement, which in turn has the potential to affect team- and organizational-level outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Th-SYM-2483-4

**Bridging Faultlines – Meeting Network Structures in Groups and Subgroups**

J. Straube\*, S. Kauffeld

**Main Abstract Content: Purpose**

Demographic faultlines and resulting subgroup formation are detrimental for group outcomes. To gain further insights into underlying processes, we observe between-subgroup communication in meetings. The aim of this study is to quantify between-subgroup communication and to connect it to various team constructs, such as external performance ratings. We suggest that the extent to which communication within team meetings takes place between faultline-based subgroups mediates the effects of faultline strength and team diversity on group outcomes.

**Design/Methodology**

We videotaped 42 newly formed software engineering teams during their first team meeting and coded speaking turns. Subgroups were identified based on demographic faultlines. Between-subgroup communication was evaluated by meeting communication networks based on speaking turns and was related to overall meeting communication as well as subgroup size, resulting in the Faultline Communication Index (FCI).

**Results**

Preliminary analyses with 14 teams revealed significant correlations of age diversity and FCI but no significant relations between gender diversity or faultline strength and FCI. First results show tendencies to support our mediation hypotheses. This will be further validated with the entire sample.

**Limitations**

Generalizability is limited due to a relatively homogenous sample.

**Implications**

Results underline the importance of between-subgroup communication for team functioning. Findings emphasize the relevance of age diversity in software engineering teams.

**Originality/Value**

Our study contributes to the integration of faultline research and group communication networks. We introduce a measure to assess between-subgroup communication in meetings. We provide insights into dynamics between subgroups and their interaction with diversity.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Group and team processes***

Th-SYM-2483-2

## **Behaviour in Teams (BIT) Analysis: A new method of coding meetings in real-time that enables immediate post-meeting feedback**

S. Farley\*

### **Main Abstract Content: Purpose**

To evaluate the effects of real-time coding of individual behaviours in team meetings, with immediate post-meeting feedback.

### **Design/Methodology**

The study uses a 15-category real-time coding methodology - Behaviour in Teams (BIT) coding - to record the verbal interactions of 100 student teams across five consecutive daily meetings. The methodology involves an independent observer coding interactions as they occur using the 'BiT Coding' iPad app. The system calculates overall and individual data, allowing the observer to provide detailed feedback immediately post-meeting.

The study has a three-condition, between-subjects design. Condition 1 (40 teams of 5) receive daily feedback on their interaction data plus guided reflection; Condition 2 (40 teams) experience the reflection but no feedback; Condition 3 (20 teams) receive neither feedback nor reflection. Using both objective outcome data and individual satisfaction ratings, the design permits multi-level analysis of the cost-effectiveness of BIT feedback to overall performance.

### **Results & Limitations**

A 2016 pilot validated the approach and highlighted key issues, including behaviour constancy without feedback and cultural participation differences. The main study takes place in January 2017. Thus, although the data has not yet been collected, it will be available and analysed by EAWOP 2017.

### **Research/Practical Implications**

It is established that feedback on meeting interactions can reduce dysfunctional behaviour and develop conditions for flourishing. The BIT methodology allows practitioners to give immediate post-meeting feedback, optimising expected impact. The methodology opens exciting opportunities for further theoretical and applied progress.

### **Originality/Value**

This is the first large-scale test of a real-time meeting coding methodology.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Th-SYM-2483-1

**Meetings at work: New insights in meeting interactions, networks, leadership, and diversity**

E.-M. Schulte\*

**Main Abstract Content: State of the Art:** Meetings are an integral part of employees' everyday workplace experience. Although previous research demonstrated the relevance of meetings for individuals, teams, and organizations (e.g., Allen et al, 2015), more empirical work is needed to fully understand what happens in meetings, how this impacts meeting and team success, and how employees and leaders can improve meeting quality.

**New Perspectives/Contributions:** This symposium offers new insights by examining meetings from different perspectives. First, Farley introduces a real-time coding methodology for verbal meeting interactions and compares the impact of three different feedback conditions on several outcomes. Handke and colleagues combine network and interaction analyses to investigate the impact of initial meetings on swift trust. Straube and Kauffeld apply diversity faultlines to meeting interaction by proposing a measure to assess between-subgroup communication. Lehmann-Willenbrock and Allen conduct an experiment to analyze the impact of meeting lateness on satisfaction and meeting communication. Finally, Schulte and colleagues examine the mediating role of shared leadership in meetings in the relationship between leader-member-exchange and team effectiveness.

**Research/Practical Implications:** This symposium integrates life coding, video-data, experimental, and longitudinal research designs. Thereby, the importance of high quality leader-member-exchange relationships, starting meetings on time as well as interactions in the meeting (e.g., socio-emotional statements, between-subgroup communication, shared leadership behavior) is highlighted. Based on these results, all contributions offer insights in practical advices for managers to improve meetings. Introducing new methods (i.e., real-time coding) and measures (i.e., between-subgroup communication) further offers new opportunities for future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Group and team processes***

Fr-SYM-2394-2

#### **How Teams Lead to Learn. Effects of Vertical and Shared Leadership on Learning in University Teacher Teams**

M. Koeslag <sup>1,\*</sup>, P. Van den Bossche <sup>2</sup>, S. van der Haar <sup>3,3</sup>, M. van der Klink <sup>1</sup>, W. Gijsselaers <sup>3</sup>

<sup>1</sup>Zuyd University of Applied Sciences, Sittard, <sup>2</sup>University of Antwerp, Antwerp, <sup>3</sup>Educational Research and Development, Maastricht University, Maastricht, Netherlands

#### **Main Abstract Content: Purpose**

Connecting teachers in teams is argued to support educational innovation (Fullan, 2010). Effective teams develop new solutions through engaging in team learning behaviors (Zaccaro, Ely, & Shuffler, 2008). In practice, however, teachers are not used to share and discuss their practices together (Cox, 2004). Team leadership is often forwarded as essential for stimulating learning behaviors (Myers, 2012). This study examined which leadership behavior (transformational or initiating structure) stemming from which source (vertical or shared) is stimulating learning behavior in university teacher teams with an innovative task.

#### **Methodology**

Data from 52 university teacher teams were analyzed. Survey items contained: team learning behavior, vertical and shared team leadership behaviors (i.e. initiating structure and transformational), task complexity, and team performance.

#### **Results**

Hierarchical regression analyses showed that shared transformational leadership had the largest effect on team learning, more so than vertical transformational leadership. Vertical and shared initiating structure did not predict team learning.

#### **Limitations**

Our data are cross-sectional and a longitudinal study could provide more insight in dynamics of team learning and leadership behavior.

#### **Research/Practical Implications**

Our findings indicate that learning in teacher teams dealing with innovative tasks is supported when team members encourage each other in challenging the status quo.

#### **Originality/Value**

Examining multiple leadership styles' effects on team learning is new (Nicolaidis et al., 2014). Moreover, empirical studies on university teacher team learning are scarce (Vangrieken, Dochy, Raes, & Kyndt, 2015).

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-SYM-2394-3

**Leadership in Emergency Management Command & Control Teams**

M. Hoven <sup>1,\*</sup>, S. Van Der Haar <sup>1</sup>, M. Segers <sup>1</sup>, P. Van den Bossche <sup>2</sup>

<sup>1</sup>Maastricht University, Maastricht, Netherlands, <sup>2</sup>Antwerp University, Antwerp, Belgium

**Main Abstract Content: Purpose**

How to effectively lead multidisciplinary teams facing a new, complex and high stake task? The current study investigates which leadership behaviours occur in effective emergency management command & control (EMCC) teams to develop a leadership model for this context in addition to existing general team leadership models. Given their extreme setting and specific team characteristics, the EMCC team is an interesting team type to shed light on the context specificity of team leadership behaviours (e.g. Zaccaro, Rittman & Marks, 2001).

**Methodology**

A mixed methods approach is chosen: inductive and deductive interview coding (critical incidents technique) with 14 EMCC team leaders is combined with video coding of the meetings of effective EMCC teams.

**Results**

The team leader is challenged to safeguard a strict team meeting structure while making sure to take the needs of the individuals in the team into account. The videos will be analyzed in the upcoming months.

**Limitations**

Since investigating real incidents is not feasible, videos of exercises were used which implies that further validation is required.

**Research/Practical Implications**

The newly developed theoretical model of effective leadership behaviour in EMCC teams will be transformed into an observational instrument which can be used to explore the antecedents of such behaviour in future research and can be applied in training and assessment of practitioners.

**Originality/Value**

An overview of relevant observable leadership behaviors is lacking in research and this study acknowledges this gap by developing an overview of such behaviors for EMCC teams.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-SYM-2394-5

**Boundary Management by Team Leaders and Team Members**

H. van Mierlo <sup>1,\*</sup>, K. Breevaart <sup>1</sup>

<sup>1</sup>Erasmus University Rotterdam, Rotterdam, Netherlands

**Main Abstract Content: Purpose**

A key responsibility of self-managing team leaders is to manage the boundary between team and organization. Druskat and Wheeler (2003) presented a boundary-spanning model with four central external leader behaviors (relating, scouting, persuading, empowering), focused on optimally aligning team and organization. While their model focuses only on behaviors displayed by external team leaders, we argue that team members themselves can also show boundary-spanning behaviors. To explore this idea, we examined the occurrence and implications of leader *and* member boundary-spanning behaviors, while building on a municipality's query concerning the functioning of semi-autonomous teams in a highly demanding work context.

**Methodology**

We collected survey data among 177 employees and 35 leaders from 54 semi-autonomous administrative teams in a municipality.

**Results**

Leaders and members both reported engaging in boundary-spanning behaviors, with significantly higher scores for leaders on all behaviors (overall:  $M_{\text{members}} = 3.62$ ,  $M_{\text{leaders}} = 4.22$ ,  $t(35) = -10.30$ ,  $p < .01$ ). However, *only* team member boundary-spanning behaviors were significantly related to leader-rated team performance and average team member work engagement.

**Limitations**

Data were cross-sectional and team-level sample size was modest.

**Research/Practical Implications**

Our findings suggest that behaviors typically associated with designated leaders are also shown by team members themselves and that team member boundary spanning is in fact the stronger predictor of important team outcomes.

**Originality/Value**

The simultaneous focus on boundary-spanning by leaders *and* members is new and provides intriguing insights into their relative occurrence and contribution to team effectiveness.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-SYM-2394-4

**The Longitudinal Effects of Team Leadership and Team Interaction Patterns on Team Adaptation**

D. Dorta <sup>1,\*</sup>, R. Rico <sup>2</sup>, S. Uitdewilligen <sup>3</sup>

<sup>1</sup>Universidad Autónoma de Madrid, Madrid, Spain, <sup>2</sup>University of Western Australia, Perth, Australia, <sup>3</sup>Psychology, Maastricht University, Maastricht, Netherlands

**Main Abstract Content: Purpose**

In this study we analyzed the effects of team leadership on team interaction patterns of behaviors, and their effects on both transition and reacquisition adaptation. We also examined the role of the magnitude of change on the relationship between interaction patterns and the performance recovery.

**Methodology**

In sum 67 3-person teams took part in a fire-fighting team simulation and were randomly assigned to one of the four conditions resulting from our 2 (leadership style: directive vs. empowering) x 2 (magnitude of change: high vs. low) factorial design.

**Results**

Teams led by empowering leaders displayed more patterned interaction than teams with directive leaders. Although the magnitude of change did not significantly affect the relationship between interaction patterns and adaptation, through discontinuous random coefficient growth modeling (RGCM) we observed that team members' patterned interaction is detrimental to performance after the change (i.e. transition adaptation), but beneficial for performance recovery (i.e. reacquisition adaptation).

**Limitations**

Our focus was mostly on verbal behaviors whereas interaction patterns include non-verbal actions too.

**Research/Practical implications**

Our findings contribute to both team adaptation and team interaction patterns literature by extending our current understanding on how teams adapt to unexpected changes. Although frequent patterned interaction is initially detrimental for team adaptation outcomes, adopting an empowering leadership style that encourages teams to work in a highly patterned way will bring benefits for team adaptation on the long run.

**Originality/Value**

This study provides a better insight of the effects of leadership and patterned behaviors on the adaptation process by using a longitudinal approach.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Teams and workgroups***  
***Group and team processes***

Th-SYM-2483-5

**Well, now what do we do? Wait...: A group process analysis of meeting lateness**

N. Lehmann-Willenbrock <sup>\*</sup>, J. A. Allen

**Main Abstract Content:** Purpose

2.7 million meetings that take place each day in the U.S. alone start late because attendees wait for at least one late arrival, but meeting lateness has received limited research attention to date (Rogelberg et al., 2014). Yet, meeting lateness not only wastes organizational resources but can also be experienced as a personal resource drain. In this paper, we integrate perspectives from Conservation of Resources Theory (e.g., Hobfoll, 2001), group problem-solving and socioemotional communication (e.g., Keyton & Beck, 2009; Reiter-Palmon & Robinson, 2009), and team temporal dynamics (e.g., Herndon & Lewis, 2015) to derive predictions regarding individual meeting experiences and behavioral group communication patterns under conditions of meeting lateness.

**Design/Methodology**

We conducted an experiment in which 16 groups started their meeting on time while 16 groups started 10 minutes late. Using interaction analysis, we analyzed differences in group dynamics at the micro-level of conversational utterances.

**Results**

Late meetings were less satisfying than on-time meetings. Controlling for meeting duration, groups in the lateness condition showed substantially less idea elaboration, in-depth problem descriptions, and socioemotional support statements than on-time groups. Furthermore, lag sequential analysis revealed that these differences in overall communication were substantiated in terms of patterns at the communicative event level.

**Limitations**

Findings are based on a student population in the U.S. context.

**Research/Practical Implications**

Meeting leaders and team members should recognize the behavioral change when meetings start late and work to change it.

**Originality/Value**

This is the first study to experimentally test how meeting lateness affects behavioral group interaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Th-SYM-2483-6

**Leader-Member Exchange, Shared Leadership in Meetings and Team Effectiveness: Does My Own Contribution Matter?**

E.-M. Schulte\*, L. Handke, P. Kortenkamp, S. Kauffeld

**Main Abstract Content: Purpose**

Meta-analytic results support the positive impact of shared leadership on team effectiveness (Wang et al., 2014). However, the role of shared leadership in specific situations has not been studied so far. Especially meetings constitute a relevant situation for individual, team, and organizational success (e.g., Kauffeld & Lehmann-Willenbrock, 2012). This study therefore aims at examining the role of shared leadership behavior in meetings and—taking a social exchange perspective—its mediating role in the relationship between leader-member exchange (LMX) and team effectiveness. Further, we analyze the moderating role of equal contributions to shared leadership among team members.

**Design/Methodology**

We conducted a longitudinal online study with two measurement points. The final sample comprises 167 employees regularly attending team meetings.

**Results**

Results of a moderated mediation analysis supported our hypotheses: Shared leadership in meetings mediated the relationship between LMX and team effectiveness which is moderated by employee's own contribution to shared leadership compared to other team members. Only if the surveyed employee contributed more than other team members or if all team members contributed equally, the mediation effect was supported.

**Limitations**

To gain deeper insights in team processes, team data should be investigated in future research.

**Research/Practical Implications**

To foster team effectiveness, it is important to (1) establish high quality exchange relationships to team members and (2) to involve all team members equally in shared leadership processes.

**Originality/Value**

To our knowledge, this is the first study investigating shared leadership behavior in meetings under consideration of the distribution of shared leadership behavior among team members.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Th-SYM-2483-3

**Initial team meetings: The moderating role of team-level socio-emotional statements on the relationship between network positions and swift trust**

L. Handke\*, E.-M. Schulte, S. Kauffeld

**Main Abstract Content: Purpose.** Swift trust, which is based on individual expectations that are tested and proven through actions at early stages of team development, is considered to be an important factor for virtual team success (e.g., Brahm & Kunze, 2012; Jarvenpaa & Leidner, 1999). However, the impact of initial meetings—as a form of early team interaction—on swift trust remains unclear. In this study we therefore investigate the role employees' network position in meetings as well as the use of socio-emotional statements on swift trust.

**Design/Methodology.** Using video-taped data of 34 first team meetings, we perform social network analysis to arrive at individuals' degree centralities as well as interaction analysis to determine the amount of socio-emotional statements. Subsequently, we insert these values into a multilevel model with cross-level interactions.

**Results.** Data of the entire sample will be analyzed by the time of EAWOP 2017. First results (n=12) show that degree centrality has a negative effect on individual evaluations of co-worker trust which is moderated by team-level use of socio-emotional statements.

**Limitations.** The sample consists of software engineering student project teams, thus limiting the generalizability.

**Research/Practical Implications.** Our results highlight the relevance of early meeting interactions for individual-level trust perceptions. While structurally influential positions appear to negatively impact the trust in one's co-workers, this negative effect can be alleviated by socio-emotional statements expressed by the team.

**Originality/Value.** In analyzing initial team meetings from a structural as well as content-related perspective, this study provides a novel approach to the mechanisms behind swift trust.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-SYM-509-1

**Responding proactively to change: New perspectives on team adaptation**

M. J. Burtcher\*

**Main Abstract Content: State of the Art**

Team adaptation – the adjustment of team processes in response to disruptions or changes in a team’s work environment – is considered a major predictor of team effectiveness, particularly in dynamic settings such as emergency care and firefighting. As a result, substantial attention has been devoted to clarifying the factors underlying successful team adaptation. Building on this stream of research, the proposed symposium aims to shed new light on the adaptation process.

**Contribution**

By presenting four empirical studies and a theoretical model, the proposed symposium aims to contribute to a more comprehensive understanding of the mechanisms underlying successful team adaptation. Gevers et al. introduce a conceptual model of team proactive adaptation that describes the processes through which teams proactively adjust to anticipated changes. Building on this model, Van der Haar et al. investigate the impact of structured team communication on proactive adaptation during disruptions in a chemical plant. Two studies address the role of cognition in the adaptation process. The study of Santos and colleagues investigates the effect of shared mental models on the trajectory of the team adaptation process. Uitdewilligen et al. focus on interaction patterns during team adaptation and show that shared mental models are predictive of interaction pattern dynamics. Finally, Burtcher et al.’s work investigates motivational factors that affect team adaptation.

**Research Implications**

The proposed symposium extends research on team adaptation by emphasizing the role of proactive aspects of the adaptation process. Moreover, we further elaborate on the cognitive and motivational underpinnings of team adaptation.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-SYM-509-6

**The impact of motivational factors on problem identification in teams**

M. J. Burtcher<sup>1,\*</sup>, J. M. Levine<sup>2</sup>, E. T. Higgins<sup>3</sup>

<sup>1</sup>University of Zurich, Zurich, Switzerland, <sup>2</sup>University of Pittsburgh, Pittsburgh, <sup>3</sup>Columbia University, New York, United States

**Main Abstract Content: Purpose:** Identifying a potential problem represents the beginning of the team adaption process. In order to adapt successfully, teams have to identify problems as early and accurately as possible. Surprisingly, little is known about the conditions under which team members do and do not correctly identify problems. The current study addresses this gap by focusing on the motivational basis of the problem identification process. In particular, we investigated interactive effects of regulatory focus, team performance trajectories, and social loafing.

**Design/Methodology:** Three hundred fifteen undergraduates were randomly assigned to 105 three-person teams. The study utilized a 2 (regulatory focus: promotion vs. prevention) x 2 (performance trajectory: neutral vs. loss) x 2 (social loafing: low vs. high) mixed ANOVA design with social loafing as a within-participants factor. Assuming the role of a health team, participants were asked to identify problems (i.e., persons in need of vaccination) in a signal detection task.

**Results:** We obtained a significant three-way interaction between regulatory focus, performance trajectory, and social loafing,  $F(1, 269) = 5.54, p = .02, \eta^2 = .02$ . In the neutral condition, prevention-focused, but not promotion-focused, team members were less accurate in identifying problems when their contributions were redundant (i.e., which facilitates social loafing) than when they were unique.

**Limitations:** Interaction between team members was limited.

**Research/Practical Implications:** The current study emphasizes the importance of motivational factors for understanding problem identification in teams.

**Originality/Value:** This is the first study to investigate interactive effects of regulatory focus, performance trajectory, and social loafing in teams.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Th-SYM-1503-1

**Changes are Taking the Pace - Research about Changes in Teams**

C. Gockel <sup>1,\*</sup>, R. Gerlach <sup>2</sup>, A. Cook <sup>2</sup>

<sup>1</sup>SRH University of Applied Sciences Berlin, Berlin, <sup>2</sup>Psychology, Technische Universität Chemnitz, Chemnitz, Germany

**Main Abstract Content: State of the Art**

Teamwork is the most efficient way to deal with complex tasks in our working world. The interest in what determines successful teamwork does not break. Still, most researchers focus on simple input-process-output models and continue treating “what happens within a team” like a black box. It is the dynamic in team members’ behavior over time based on a team’s history of interpersonal interactions that shapes leadership, communication, norms, and finally team performance. As such, time and change are inseparably linked to high-quality team research and its implications. As we seek to understand how teams overcome conflicts, develop psychological safety, adapt to new challenges, and reach performance goals, we need to put changes front and center of our theoretical elaboration and empirical investigation of teams.

**New Perspectives/Contributions**

The present symposium focuses on empirical and methodological contributions on changes in teams. It will therefore advance our understanding of how teams develop, adapt, and perform over time. Our studies demonstrate the relevance of changes in psychological safety, communication, interpersonal processes, coordination, leadership perceptions, and team performance. Further, we introduce new methodological devices (sensors assessing face-to-face interactions) and analytical approaches (functional regression analyses) that prove useful for longitudinal team research.

**Research/Practical Implications**

As changes are taking the pace and digital technologies make it easier to collect longitudinal data, we present the much-needed dynamic view on several aspects of team phenomena. With our change in perspective, we hope to inspire researchers in other areas as well.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Change the Task – Change the Leader? The Impact of Face-to-face Contact on Changes in Informal Leadership Perception**

A. Cook <sup>1,\*</sup>, B. Meyer <sup>1</sup>, C. Gockel <sup>2</sup>

<sup>1</sup>Psychology, Technische Universität Chemnitz, Chemnitz, <sup>2</sup>SRH University of Applied Sciences Berlin, Berlin, Germany

**Main Abstract Content: Purpose**

Current leadership theories regard leadership as an emergent phenomenon, which is produced through interpersonal interactions both within and beyond formal hierarchies (informal leadership). Leadership relations and perceptions develop and manifest on a dyadic level and emerge as group-level network structures. As the variability of the leadership network allows a team to adapt to novel challenges, we need to take a closer look at the changes of dyadic leadership perceptions as the key to network adjustment. We aim at examining the micro-dynamics of informal leadership change by analyzing objective and observable dyadic interaction behavior and its impact on leadership perceptions. Hence, the association between previously existing and task-specific dyadic leadership perceptions should be moderated by the amount of in-task interaction.

**Design/Methodology**

Thirty-three student project teams consisting of three to four participants stated their perceptions of leadership by means of a round-robin assessment before and after taking part in a construction task. During the task, the participants were equipped with wearable sensors assessing face-to-face contact via infrared technology.

**Results**

Multilevel analyses with crossed-random effects support the hypotheses. When existing leadership perceptions are low, a high rate of contacts leads to higher task-specific leadership perceptions.

**Limitations**

The sample size is small. The study should be replicated in a professional setting.

**Research/Practical Implications**

Changes in leadership perceptions depend on both the level of previously existing leadership perceptions and observable interaction behavior.

**Originality/Value**

We demonstrate the value of social sensing devices in leadership and team research and show that leadership perceptions change across a task based on specific and observable interactions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-SYM-509-4

**Team adaptation process: The antecedents and the effect on team performance over time**

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<sup>1</sup>Instituto Universitário de Lisboa (ISCTE-IUL), Lisbon, Portugal, <sup>2</sup>Maastricht University, Maastricht, Netherlands, <sup>3</sup>Colorado State University, Fort Collins, United States

**Main Abstract Content: Purpose:** This study aims to analyze the effect of team adaptability and both team and task shared mental models (SMMs) on the trajectory of team adaptation process. Further, this study aims to analyze the trajectory of team adaptation process to predict team performance over time.

**Design/Methodology:** We tested our model with a sample of 33 teams (145 individuals) competing in a management simulation over five consecutive time periods. Data was collected through survey questionnaires and was analyzed using random coefficient modelling.

**Results:** The interaction between adaptability and SMMs on the linear development of team process adaptation is positive and significant (task:  $\gamma = 5.53$ ,  $t = 2.68$ ,  $p < .01$ ; team:  $\gamma = 8.21$ ,  $t = 2.64$ ,  $p < .01$ ). Further, the trajectory of team adaptation process predicts negatively and significantly the quadratic development of team performance over time ( $\gamma = -0.28$ ,  $t = -2.00$ ,  $p < .05$ ).

**Limitations:** This study is based on a relatively small sample of teams participating in a simulation. Therefore, the results may not be generalizable to “real world” teams.

**Research/Practical Implications:** Teams need to develop a shared understanding about the important aspects of work as well as be adaptable in order to truly adapt. While adapting the team processes in the beginning of the lifecycle is positive to team performance, adapting towards the end is negative.

**Originality/Value:** This study utilizes a new approach to measure team adaptation – the adaptation of team processes.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Teams and workgroups*  
*Group and team processes*

Fr-SYM-509-5

**Dynamics of team interaction patterns and team performance adaptation**

S. Uitdewilligen <sup>1,\*</sup>, R. Rico <sup>2</sup>, D. Dorta Afonso <sup>2</sup>

<sup>1</sup>Maastricht University, Maastricht, Netherlands, <sup>2</sup>Universidad Autónoma de Madrid, Madrid, Spain

**Main Abstract Content: Purpose.** Previous research suggests that interaction patterns—regularly recurring sequences of behaviors executed in the interactions among the team members—are a crucial determinant of teams' ability to adapt to novel situations (e.g. LePine, 2003; Zellmer-Bruhn, Waller, & Ancona, 2004). On one hand, it is important that teams quickly develop such stable interpersonal interaction patterns as this creates predictability and efficiency (Cohen & Bacdayan, 1994). On the other hand, stability can become detrimental when teams are faced with novel situations that significantly differ from situations for which stable interaction patterns have initially been developed (Stachowski, Waller, & Kaplan, 2009). However, an analysis of the development and change of patterned interaction, as well as of the dynamic relationship between patterned interaction and team performance is missing.

**Design/Methodology.** To develop a dynamic model of interaction patterns, we conducted a study with 41 teams performing in a computer simulation over 9 rounds (including two adaptation episodes) in three days.

**Results.** Applying discontinuous growth modeling, we find that the effectiveness of the use of interaction patterns depends on the timing within the team's trajectory. Moreover, we find that shared mental models are predictive of interaction pattern dynamics.

**Limitations.** It remains to be tested to what extent these lab findings can be generalized to field settings.

**Research/Practical Implications.** We show that interaction pattern development is a dynamic phenomenon and that the effects of the use of interaction patterns on performance is more complex than previously considered.

**Originality/Value.** This study has a longitudinal setup and uses longitudinal analyses techniques to study the dynamics of team adaptation.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-SYM-509-3

**Team communication structure in dealing with disruptions**

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<sup>1</sup>Maastricht University, Maastricht, Netherlands, <sup>2</sup>KU Leuven, Leuven, Belgium

**Main Abstract Content: Purpose**

A technical system disruption at a chemical plant evokes enormous consequences if not accurately dealt with. Teams are required to respond with reactive adaptation (solving the issue) as well as proactive adaptation (exploring possible consequences and preventing actions). We explore the impact of using structured team communication around disruptions (including proactively exploring future scenarios) on plant members' satisfaction about dealing with disruptions. Team leaders develop their facilitation skills for structuring communication via a workshop, reflection on the job, and intervision.

**Design/Methodology**

The baseline in communication around disruptions is explored via a questionnaire (whole plant) and open ended questions based on the critical incident method for team leaders. During two months the team leaders report on the communication around at least one disruption (critical incidents method). For the end measure the same questionnaire is sent out (whole plant) enriched with questions about noticed effects.

**Results**

The data collection for the base line is currently finished. Team leaders are instructed for sequential reporting and will be supported in InterVision meetings. The end measure is planned for the end of November.

**Limitations**

Since collecting objective outcome data (such as production loss) is impossible, we collect data on the observed effects of structured communication by team leaders during the project and via an end measure.

**Research/Practical Implications**

This exploration of how reactive and proactive adaptation can be facilitated in teams fuels the training of team leaders.

**Originality/Value**

This field study integrates learning and research and attempts to make proactive adaptation measurable.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-SYM-509-2

**Keeping An Eye on The Future and Staying Ahead of The Game:  
A Conceptual Model of Team Proactive Adaptation**

J. M. P. Gevers<sup>1,\*</sup>, S. van der Haar<sup>2</sup>, M. J. Burtcher, P. Marques-Quinteiro<sup>3</sup>, C. Marques Santos<sup>4</sup>, A. M. Passos<sup>4</sup>, S. Uitdewilligen<sup>2</sup>

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**Main Abstract Content:** State of the Art: Many teams in today's organizations operate in an environment characterized by increasing levels of change and uncertainty. In order to be effective in turbulent environments, teams rely on their ability to not only respond to, but also anticipate changes. Whereas extant research on team adaptation offers valuable insights on how teams respond to changes and what factors influence their ability to do so effectively, limited attention has been devoted to the question how teams deal with anticipated changes, so that they may actually stay ahead of events.

New perspectives: We present a conceptual model of team proactive adaptation (TPA) to describe the adaptive processes through which teams identify, prepare for, and respond to prospected circumstances to safeguard the team's (future) functioning. Building upon and extending extant literatures on team adaptation and (team) proactivity as well as other relevant research domains (e.g., team cognition, team reflexivity, team learning), the model describes the cognitive-motivational and behavioral processes involved in TPA as well as the individual- team-, and organizational-level factors shaping and driving these processes.

Research/practical implications: Our framework offers valuable insight on how teams may initiate change in the work system before problems arise to avert having to spend time and effort on fixing errors that could actually have been avoided. Additionally, the framework provides researchers and practitioners with a valuable tool to further explore and exploit the anticipatory processes that we deem of pivotal importance for sustained effective team performance in turbulent environments.

Originality: We present the first conceptual model of team proactive adaptation.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Th-SYM-1503-2

**Changes in Psychological Safety Before Midpoint Predict Team Performance**

R. Gerlach <sup>1,\*</sup>, C. Gockel <sup>2</sup>, A. S. Cook <sup>3</sup>

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**Main Abstract Content: Purpose**

Psychological safety is the most important predictor for team effectiveness. Team members perceive their team as psychologically safe if they feel free to express their ideas and to share contributions without the risk of being compromised (Edmondson, 1999). Yet, we do not know *if* and *when* changes in psychological safety affect team performance and whether absolute levels or changes are more important. In our study, we investigate team trajectories of psychological safety from the beginning until the end and relate changes before and after midpoint to team performance.

**Design/Methodology**

Thirty-eight student teams completed a research project over five months. Team members assessed their psychological safety at the beginning, midpoint, and end. Supervisors rated team performance after the project had ended. In a linear multiple regression, we used changes in psychological safety perceptions before and after midpoint to predict team performance. We controlled for absolute levels of psychological safety, faultlines, and team diversity indices on team level.

**Results**

Only changes in psychological safety before midpoint significantly predicted team performance.

**Limitations**

The study should be replicated with different kinds of teams in various organizational contexts.

**Research/Practical Implications**

It is not absolute levels but changes in psychological safety before midpoint that should be the focus of team interventions to enhance team performance.

**Originality/Value**

We show the value of focusing on dynamics and team development: A focus on change (compared with one moment in time) enriches our perspective on how teams work and changes conclusions on how and when to intervene.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Group and team processes*

Th-SYM-1503-5

**The Joint Effects of Leadership and Magnitude of Change on Team Adaptation: A Longitudinal Experiment**

M. Sanchez-Manzanares\*, R. Rico, M. Antino

**Main Abstract Content:**

**Purpose:** Building on literature on team adaptation, we analysed the combined effects of team leader style and magnitude of change on team adaptive performance. We hypothesized that teams with directive leaders outperformed teams with empowering leaders under stable conditions, while teams with empowering leaders outperformed teams with directive leaders under changing conditions. Furthermore, we expected that the magnitude of change moderated those effects.

**Methodology:** We conducted a longitudinal 2 (leadership: directive/empowering) x 2 (magnitude of change: low/high) experiment with repeated measures of team performance across 10 missions. 67 teams participated in a fire-fighting computer-based simulation.

**Results:** Evidence from GLM analyses partially supported our hypotheses. Before change, teams with directive leaders outperform teams with empowering leaders as expected. After change, teams with directive leaders also outperform teams with empowering leaders. Interestingly, all teams present a similar adaptation pattern. The magnitude of change moderates those effects: under high-magnitude changes, the initial drop and late relapse of performance are stronger than under low-magnitude changes.

**Limitations:** It remains to be tested to what extent our results may be applied to field settings and other types of teams. Future research should examine how directive leaders are better than empowering leaders for enabling team adaptation when the magnitude of change is low-moderate.

**Implications:** Our results suggest that action teams should adjust their leadership style to successfully adapt to different changing situations.

**Value:** This study is the first to jointly examine the impact of leadership and magnitude of change on team adaptation by conducting a longitudinal experiment.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Th-SYM-1503-4

**Temporal Evolution of Interpersonal Processes and Their Influence on Team Effectiveness**

P. J. Ramos-Villagrasa, P. Marques-Quinteiro\*, A. Passos, J. Navarro, L. Curral

**Main Abstract Content: Purpose**

The present communication is aimed to contribute to the study of team processes with a temporally based framework showing that the starting points of interpersonal processes and their rate of change over time determinate team effectiveness in terms of performance, satisfaction and viability.

**Design/methodology**

The study involves 214 ad-hoc management teams enrolled in a management simulation competition. Data were collected on 5 times using a questionnaire. The analyses were performed by mean latent growth modelling. We considered team composition, team size, team member task experience, and team member familiarity as control variables.

**Results**

The starting points of interpersonal processes predict performance,  $\beta = .19$ , S.E. = 1.82, 95% CI. [.02, .37], and satisfaction,  $\beta = .37^{**}$ , S.E. = 3.90, 95% CI. [.24, .49]. Additionally, although interpersonal processes has a downward trend over time, the slopes (changes in interpersonal processes over time) also determinate performance,  $\beta = .18^{*}$ , S.E. = 2.40, 95% CI. [.06, .31], satisfaction,  $\beta = .67^{**}$ , S.E. = 10.12, 95% CI. [.56, .78], and viability,  $\beta = .55^{**}$ , S.E. = 7.46, 95% CI. [.43, .67].

**Limitations**

Data were gathered from a simulated context, all variables except team performance come from self-reported measures.

**Research/practical implications**

Over time, teams feel less need to engage in interpersonal processes, but those teams that keep them high report higher outcomes.

**Originality/value**

There are not so much studies approaching interpersonal processes longitudinally. The present one has one of the longest time scopes and assesses its influence on all kinds of team effectiveness.

**Acknowledgements**

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**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety*

*Human error and accidents*

Th-SYM-2438-1

**Safety Performance in high reliability organizations (II): The role of learning experiences.**

F. J. Gracia\*, J. M. Peiró on behalf of Discussant

**Main Abstract Content: State of the Art:** Learning is core in high reliability organizations in order to guarantee safety performance. Learning implies individual, team and organizational learning. Furthermore, learning can take place through different practices: training on non-technical skills (NTS), learning from incidents, enhancing collective mindfulness, or stimulating team learning with the drive of empowering leaders, are some of the most relevant current trends in research.

**New Perspectives/Contributions:** Flin (abstract 1) will briefly outline recent developments in NTS. Furthermore, Vignoli and colleagues (abstract 2) will contribute with a longitudinal design to enhance knowledge concerning transfer process of safety training on NTS. Margaryan's contribution to the symposium (abstract 3) outlines a research and development agenda for the nascent field of Learning from Incidents (LFI). Finally, two empirical studies (abstracts 4 and 5) will contribute to increase our knowledge about predictors and outcomes of team learning. The last one will also shed some light about how to measure collective mindfulness, about how to develop it and about some of its benefits. In a very recent review about mindfulness in organizations, the need of quantitative studies in this area was remarked (Sutcliffe, Vogus, & Dane, 2016).

**Research/Practical Implications:** Our symposium collects intervention practices to increase learning at multiple levels: individual (training on NTS), team (team development through empowering leadership and enhancement of team learning) and organizational (learning from incidents, collective mindfulness). This multilevel orientation is necessary in order to improve safety performance in high risk industries, but can also be extended to other industries.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety*

*Human error and accidents*

Th-SYM-2438-2

**Non-Technical Skills for Enhancing Safety: Recent developments.**

R. Flin\*

**Main Abstract Content: State of the Art:** Following the lead of the airline industry, many organisations in safety critical sectors are now adopting the principles of Crew Resource Management and are beginning to identify the critical non-technical (cognitive and social) skills that contribute to enhanced safety and improved efficiency. The resulting skill taxonomies (e.g NOTECHS for pilots, NOTSS for surgeons) form the basis of training and assessment programmes for both feedback and licensing. Investigation of major accidents, such as the blowout on the Deepwater Horizon drilling rig in the Gulf of Mexico, have underlined the importance of appreciating the non-technical skills (e.g. situation awareness, decision making, team coordination) that are required in higher risk operations (U.S. Chemical Safety and Hazard Investigation Board, 2016).

**New Perspectives/Contributions:** Drawing on our research into the non-technical skills (NTS) for members of operating theatre teams (e.g. surgeons (Flin, Youngson & Yule, 2015) and in drillers working in the offshore oil and gas industry (Roberts, Flin & Cleland, 2015) as well as comparable research from other settings, this paper will briefly outline recent developments in this behavioural approach.

**Research/Practical Implications:** The available evidence that non-technical skills training can influence task performance and safety outcomes will be examined, with reference to recent regulatory and professional guidance.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Occupational and organizational safety*

*Human error and accidents*

Th-SYM-2438-3

**Organizational and individual factors influencing intention to transfer of safety training on non-technical skills (NTS)**

M. Vignoli\*, M. G. Mariani, D. Guglielmi, F. S. Violante

**Main Abstract Content: Purpose.** To enhance knowledge concerning transfer process of safety training on non-technical skills (NTS) using the “Model of transfer process”. Specifically, the aim is to understand how individual characteristics (i.e. self-efficacy) combined with work environment characteristics (i.e. leadership styles: transformational and passive) could influence intention to transfer, which is assumed to be the immediate antecedent of behaviour and it is able to hinder or facilitate training transfer.

**Design/Methodology:** Data were collected in two times through questionnaires in a sample of 84 employees (95.2% men; mean age= 45.62; seniority 17.42) working in a chemical company in Italy. Specifically, individual characteristics and work environment characteristics have been collected at T1, while transfer intention has been collected at T2. Hypotheses have been tested by means of moderation analyses.

**Results.** Workers with high levels of self-efficacy combined with high levels of transformational leadership reported higher levels of intention to transfer compared to those who reported lower levels of transformational leadership.

**Limitations:** The sample is quite small and participants belong to the same company of the chemical sector.

**Research/Practical Implications.** Our findings have important implications for organizations that aim to enhance levels of safety performance through the transfer of NTS learned during the training. Interventions aiming to enhance transformational leadership could enhance transfer of the training, which could result in safe job performance.

**Originality/Value:** This study is longitudinal and simultaneously considers both individual and work environment characteristics.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety*

*Human error and accidents*

Th-SYM-2438-6

**Empowering leadership, team learning and collective mindfulness: Developing teams for safety performance.**

F. J. Gracia\*, M. Martínez-Córcoles, I. Tomás, J. M. Peiró

**Main Abstract Content: Purpose**

The aim of this paper is to test a model where empowering leadership and team learning are expected to contribute to develop collective mindfulness, which in turn should contribute to safety performance. An important theoretical framework for the development of our hypotheses is Weick and Sutcliffe's (2007) conceptualization of mindful organizing or collective mindfulness (Sutcliffe, Vogus, & Dane, 2016).

**Design/Methodology**

The sample was composed by 542 workers in a NPP in Spain. In order to test our hypotheses, a structural equation model was performed.

**Results**

The structural equation analysis performed to test the proposed model revealed an excellent fit (Chi-squared = 28.04,  $df = 6$ ,  $p < .01$ ; RMSEA = .082; CFI = .988; NNFI = .971; AGFI = .941). All the estimated parameters were statistically significant ( $p < .01$ ) and showed the expected sign, granting support for our model.

**Limitations**

Cross-sectional design does not allow conclusions about causality.

**Research/Practical Implications**

Companies can develop collective mindfulness that contributes to safety performance through leaders that empower their teams and enhances team learning.

**Originality/Value**

The majority of research examining organizational mindfulness is qualitative.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety*

*Human error and accidents*

Th-SYM-2438-4

**Research and development agenda for Learning from Incidents.**

A. Margaryan\*

**Main Abstract Content: State of the Art:** This presentation outlines a research and development agenda for the nascent field of Learning from Incidents (LFI). Effective, deep and lasting learning from incidents is critical for the safety of employees, the general public and environmental protection. The agenda is an output of an international seminar series 'Interdisciplinary Perspectives on Learning from Incidents' funded by the UK Economic and Social Research Council (ESRC) in 2013-2016 <http://lfiseminars.ning.com/> The seminar series brought together academics, practitioners and policymakers from a range of disciplines and sectors to advance the theory, methodology, organisational practice and policy in LFI. Drawing on a range of disciplinary and sectoral perspectives, as well as on input from practitioners and policymakers, this paper lays out four key research and development challenges: defining LFI; measuring LFI; levels and factors of LFI; and strengthening research-practice nexus in LFI.

**New Perspectives/Contributions:** The presentation will argue that interdisciplinary research is critical to advancing our understanding of learning from incidents and that integration should be a core activity in future research and development in LFI. The LFI agenda brings together knowledge and practice from ten hitherto disparate fields - Psychology, Sociology, Human Factors, Ethnomethodology, Learning Sciences, Engineering, Organisational Learning, Complexity Science, Cognitive Science, Law, Construction.

**Research/Practical Implications:** The R&D agenda guides future work around theorising, methodology, policy and practice in the nascent field of LFI.

**Originality/Value:** The agenda stimulates improved understanding of learning from incidents which is critical to saving human lives and our environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Human error and accidents***

Th-SYM-2438-5

**Trust, team learning and safety performance in high reliability organizations.**

M. F. Latorre\*, F. J. Gracia, I. Bresó, V. Orengo

**Main Abstract Content: Purpose**

The aim of this paper is to test if changes in team learning mediate the relation between changes in trust and changes in safety performance. Our general hypothesis is that the relation between changes in team trust and changes in team safety performance will be mediated by changes in team learning.

**Design/Methodology**

The sample was composed by workers in a NPP in Spain. Data were collected twice in a three years interval. The final sample included 54 teams, those that answered both in 2011 and 2014. In order to test our hypotheses, hierarchical regression analyses were performed.

**Results**

We found that: 1) changes in trust was positively associated to the four dimensions of team learning; 2) changes in the four dimensions of team learning were positively associated to changes in safety compliance and safety participation; and 3) changes in trust was positively related to changes in the three dimensions of safety performance. 4) Regarding mediation effects, we found that the effect of changes in trust on safety compliance disappear when we enter team learning in the second step, indicating that full mediation was found.

**Limitations**

Self-report measures, common method bias.

**Research/Practical Implications**

Companies can improve safety performance of their teams improving the levels of team trust. And mainly, companies must pay attention to decreases of trust, as it could have adverse consequences on safety performance.

**Originality/Value**

To our knowledge, no previous study has empirically tested these relationships to the team level with a dynamic approach.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Fr-SYM-862-2

**Meta-analysis on job insecurity and its outcomes: An extension of previous knowledge**

J. Hellgren <sup>1,\*</sup>, K. Näswall <sup>2</sup>, A. Richter <sup>3</sup>, L. Låstad <sup>1</sup>, M. Sverke

<sup>1</sup>Department of Psychology, Stockholm University, Stockholm, Sweden, <sup>2</sup>Department of Psychology, University of Canterbury, Christchurch, New Zealand, <sup>3</sup>Department of Learning, Informatics, Management and Ethics, Karolinska Institutet, Stockholm, Sweden

**Main Abstract Content:**

**Purpose**

Job insecurity has been recognized as a predominant work stressor in work environment research for the past thirty years. Thus far, two meta-analyses have been published on the consequences of job insecurity for individual and organizational outcomes. However, these meta-analyses were published in 2002 and 2008 and contain only a few broad outcomes. Since then, the amount of published job insecurity studies have increased substantially, investigating a wider range of outcomes. The aim of the present meta-analysis was to extend previous knowledge by investigating the effects of job insecurity on a broader spectrum of outcomes than the previous meta-analyses have done.

**Design/Methodology**

Literature searches with the search terms “job insecurity”, “job uncertainty”, “job security”, and “job security satisfaction” in relevant databases during the time period 1980–2016 resulted in 523 peer-reviewed papers published. The outcome variables were divided in to three thematic categories: work related attitudes and behaviors, mental and physical health, and life outside work.

**Results**

The results suggest that job insecurity has a substantial and negative impact on the wide range of outcomes included.

**Limitations**

The study cannot address the question of direction (causality) of the relationships presented and did not control for potential confounding variables.

**Research/Practical implications**

Job insecurity is demonstrated to have strong, negative effects on organizational performance and individual health and well-being as well as for life outside work.

**Originality/Value**

Adding to previous knowledge, this study both broadens and deepens the understanding of the negative consequences associated with job insecurity.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Fr-SYM-862-3

**Do the consequences of job insecurity differ between cultural and welfare contexts? Meta-analytic findings**

L. Låstad <sup>1,\*</sup>, J. Hellgren <sup>1</sup>, K. Näswall <sup>2</sup>, A. Richter <sup>3</sup>, M. Sverke <sup>1</sup>

<sup>1</sup>Department of Psychology, Stockholm University, Stockholm, Sweden, <sup>2</sup>Department of Psychology, University of Canterbury, Christchurch, New Zealand, <sup>3</sup>Department of Learning, Informatics, Management and Ethics, Karolinska Institutet, Stockholm, Sweden

**Main Abstract Content:**

**Purpose**

A rapidly growing body of literature has shown that perceptions of job insecurity are related to negative outcomes, but less is known about the relative importance of different societal contexts. It has for instance been argued that the consequences of job insecurity may be more negative in countries that have a high level of social protection, because of the social stigma of unemployment. On the other hand, the lack of unemployment insurance programs may aggravate the negative consequences. The aim of this meta-analysis was to investigate if work- and health-related consequences of job insecurity vary between cultural and welfare contexts.

**Design/Methodology**

A literature search with the search terms “job insecurity”, “job uncertainty”, “job security”, and “job security satisfaction” in Psycinfo, Web of Science, and EBSCO produced a sample of 523 peer-reviewed papers published between 1980 and July 2016. Economic and social development, national welfare system, and tolerance for ambiguity were tested as moderators in the relationship between job insecurity and outcomes.

**Results**

The results indicate that the magnitudes of effects of job insecurity differ depending on the choice of classification system.

**Limitations**

The literature search was limited to published, peer-reviewed papers. This demarcation may have introduced a publication bias to the study.

**Research/Practical implications**

In addition to being an important individual and organizational concern, job insecurity is also intimately linked with societal level factors.

**Originality/Value**

This study contributes to an increased understanding of the importance of macro-level factors in the association between job insecurity and outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Job insecurity***

Fr-SYM-862-4

## **Review of 30 years of longitudinal studies on the associations between job insecurity and health and well-being: Is there causal evidence?**

H. De Witte <sup>1,\*</sup>, J. Pienaar <sup>2</sup>, N. De Cuyper <sup>1</sup>

<sup>1</sup>Research Group Work, Organisational and Personnel Psychology, KU Leuven, Leuven, Belgium, <sup>2</sup>Department of Psychology, Umeå University, Umeå, Sweden

### **Main Abstract Content:**

#### **Purpose**

To give an overview of the results of longitudinal studies on the consequences of job insecurity for health and well-being. We discuss the evidence for normal causation ('does job insecurity influence outcomes?'), reversed causation ('do specific outcomes predict job insecurity?'), and reciprocal causation ('both at the same time').

#### **Design/Methodology**

Scientific and scholarly databases were searched in order to find all existing articles. We found 57 longitudinal studies published since 1987 in a variety of countries throughout the world. All articles were summarized in an encompassing table.

#### **Results**

The results show strong evidence for normal causation, in which job insecurity influences both psychological well-being and somatic health over time. The results are somewhat dependent on the type of outcome variable analyzed, with clear evidence regarding exhaustion (burnout), general mental/psychological well-being, self-rated health, and a variety of somatic complaints. For aspects such as job satisfaction, work engagement and psychosomatic complaints, the results suggested normal causation in half to two-thirds of the studies only. Reversed or reciprocal causation was rarely studied, and when studied, rarely found.

#### **Limitations**

The analysis is rather 'narrative' in nature. Meta-analytical results of the longitudinal studies are not presented.

#### **Research/Practical Implications**

Results indicate that job insecurity influences health and well-being over time, rather than the other way round. Companies and governments need to focus on preventing job insecurity and on buffering its detrimental consequences.

#### **Originality/Value**

A thorough overview of longitudinal studies was lacking thus far in this field.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Job insecurity***

Fr-SYM-862-5

#### **Managing job insecurity during restructuring: A mixed methods organisational intervention**

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#### **Main Abstract Content:**

##### **Purpose**

Restructuring is often seen as “noise” in organisational intervention research (Nielsen et al., 2010). We argue that interventions should address the issues brought about by restructuring, including the increased risk of job insecurity. In the present study, we present an intervention study in the Danish postal service that underwent extensive restructuring. We adopted a flexible screening strategy allowing us to detect the problems experienced by employees.

##### **Design/Methodology**

We used a cluster-randomized, control design with mixed methods. To capture the local context (e.g. the amount of changes brought about by restructuring), we interviewed workers (N=18) and developed a tailored questionnaire. Through participatory workshops, employees and managers developed action plans that addressed issues related to restructuring (Nielsen et al., 2014). We later interviewed employees and managers about the usability of these action plans. A baseline and follow-up of the tailored questionnaire including job insecurity measures (Hellgren et al., 1999) allowed us to detect any changes in their working environment and job insecurity (N = 333, T1, N=318, T2).

##### **Results**

Interviews revealed that action plans concerning replanning of postal routes were found to be effective and repeated measure ANOVA revealed that the intervention group experienced a decrease in qualitative job insecurity ( $F(1, 236) = 5.21, p < .05$ ).

##### **Limitations**

We used self-report data.

##### **Research/practical implications**

The study shows that it is possible to minimise the negative impact of restructuring on job insecurity.

##### **Originality/value**

To the best of our knowledge, this is one of the first intervention studies focusing on managing job insecurity.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Employee stress and burnout*

*Job insecurity*

Th-SYM-912-6

**The Qualitative Job Insecurity Scale (QUAL-JI): A Validation Study**

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**Main Abstract Content:**

**Purpose.** In recent studies, qualitative job insecurity was measured with a four-item scale developed by De Cuyper and De Witte (QUAL-JI). We propose a validation study for this scale, testing internal reliability and several validity forms.

**Design/Methodology.** The participants were 1994 Flemish employees (Belgium), who answered a questionnaire two times, six months apart. We evaluated the scale reliability, convergent validity with quantitative job insecurity, divergent validity with affective organizational commitment, concurrent validity with the Hellgren (1999) job insecurity scale, predictive validity for mental health complaints at T2, and incremental validity for predicting mental health complaints, compared to the other qualitative job insecurity scale.

**Results.** Our findings showed that the QUAL-JI scale fits its purpose, and it can be used in its original form with four items, or in a shortened form, with three items.

**Limitations.** For this study, we only used one sample. In the future, these findings should be replicated in other countries/cultures where the QUAL-JI scale is being used.

**Research/Practical Implications.** Once validated, the QUAL-JI scale can be used with even more confidence as the default scale to measure qualitative job insecurity.

**Originality/Value.** This is the first study to validate a qualitative job insecurity scale, as such adding value to existing and future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Job insecurity***

Th-SYM-913-6

#### **How can we attenuate job insecurity? Examining the effects of psychological climate**

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#### **Main Abstract Content:**

- **Purpose:** This study probes the effects of psychological climate as environmental resource on job insecurity via occupational self-efficacy. Psychological climate was conceptualized as molar construct comprising three higher-order latent factors: job challenge and variety, role stress and lack of harmony and coworkers' cooperation. Uniting the Conservation of Resources Theory and psychological climate model, we propose that resourceful work environment will reduce perceived threat of involuntary job loss (i.e., job insecurity) due to its positive effects on employees' beliefs in his/her abilities to successfully master job-related challenges (i.e., occupational self-efficacy).
- **Design/Methodology:** The hypotheses were tested among 2195 white-collar employees (from 31 Croatian organizations) working full-time and minimally six months in the current organization. Participants completed on-line questionnaire two times with a time lag of six months.
- **Results:** The hypotheses were tested cross-sectionally and longitudinally via (cross-lagged) structural equation modeling. The cross-sectional results revealed the negative effects of job and coworkers' characteristics in addition to the positive effect of role characteristics on job insecurity. However, occupational self-efficacy mediated only the effect of job challenge and variety. The longitudinal results will be additionally presented.
- **Limitations:** The study comprises two waves which do not allow the strict test of mediational effects. The convenient sample of organizations and employees limits the generalizability of findings.
- **Research/Practical Implications:** The findings indicate elements of work environment that may reduce job insecurity as well as the underlying mechanism of these effects.
- **Originality/Value:** By investigating thus far understudied, theoretically grounded basic elements of work environment, this study contributes to the knowledge on strategies to reduce job insecurity.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-SYM-913-5

**Fairness and Exhaustion as Explanatory Mechanisms in the Relationship between Job insecurity and Employee Outcomes: a Two-Wave Study**

B. Schreurs\*, D. Schumacher<sup>1</sup>

<sup>1</sup>Statistics Netherlands, Heerlen, Netherlands

**Main Abstract Content: Purpose**

This research sought to identify underlying psychological mechanisms of job insecurity. On the basis of social exchange and conservation of resources theory, we predicted that fairness would mediate the relationship from job insecurity to organizational identification, and that emotional exhaustion would mediate the relationship to employee health.

**Design/Methodology**

Survey data were collected at two points in time from 109 Dutch care workers employed in one large organization. The first measurement took place just after employees learned about the forthcoming change; the second measurement three months later, while the change was under way.

**Results**

Results from the cross-lagged structural equation models showed a negative effect from job insecurity to fairness, and from emotional exhaustion to health, with no evidence for reverse causation. Overall, the results offer stronger support for social exchange than for conservation of resources theory.

**Limitations**

The generalizability of the findings may be limited by the sample being care workers. Also, other mechanisms than fairness and exhaustion may explain the effects of job insecurity.

**Research/Practical Implications**

Implications are that at the beginning of a change process, employees evaluate job insecurity in terms of fairness; unfairness does not result in higher levels of job insecurity; and theory is needed to predict how job insecurity plays out over time. Particularly at the start of organizational change, managers may want to address fairness concerns.

**Originality/Value**

This study responds to calls for research on psychological mechanisms of job insecurity and is among the first to investigate two competing mechanisms over time.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-SYM-940-5

**Trajectories of perceived job insecurity among young workers and their association with antecedents and outcomes:**

**A latent class growth analysis.**

K. Klug <sup>1,\*</sup>, C. Bernhard-Oettel <sup>2</sup>, A. Mäkikangas <sup>3</sup>, U. Kinnunen <sup>4</sup>, M. Sverke <sup>2</sup>

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**Main Abstract Content:** *Purpose.* This study investigated the individual development of job insecurity (i.e., trajectories) among young workers over a 6-year time period. Drawing on previous research and the Conservation of Resources Theory, we tested for differences between trajectories in antecedents and outcomes of job insecurity.

*Design.* Using a sample of 1,711 labor market entrants from the German Socio-Economic Panel study, we conducted a latent class growth analysis of perceived job insecurity over six years. Between-class differences in antecedents were tested via multinomial regression. Differences in outcomes were tested via pairwise comparisons across time points.

*Results.* We identified 6 classes of job insecurity trajectories: Three stable (stable-moderate, 36%; stable-low, 32%; stable-high, 5%); two showing decrease (moderate-to-low, 12%; high-to-moderate, 3%) and one showing increase (low-to-moderate, 13%). Region, cohort, education, occupational class, temporary employment, sector and previous unemployment predicted class membership to differing extents, respectively. There were no clear patterns of differences in studied outcomes over time. However, between-class differences in job satisfaction and life satisfaction over time corresponded to trajectories in job insecurity.

*Limitations.* Analyses were based on single-item measures and should be replicated with psychometric scales. Time-varying predictors were not taken into account.

*Implications.* The findings highlight the heterogeneity of job insecurity experiences during the early career. The more unfavorable trajectories of job insecurity point towards potential target groups for interventions among young workers.

*Originality.* This study was the first to examine trajectories of perceived job insecurity and their relation to antecedents and outcomes during the transition into employment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Job insecurity***

Th-SYM-940-3

## **It's not just about work: Job insecurity in relation to household consumption and life projects during the crisis in Europe**

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<sup>1</sup>Research Group Work, Organizational & Personnel Psychology , University of Leuven (KU Leuven), Leuven, Belgium

### **Main Abstract Content: Purpose**

Research on job insecurity has traditionally focused on detrimental consequences for individual well-being, work attitudes and organizational behaviours. This study investigates the potential spill- over effects of job insecurity on household sacrifices, i.e. employees' consumption (saving behaviours) and life projects, in times of crisis in Europe. Drawing on Conservation of Resources theory, three issues are analysed: (1) the impact of job insecurity on household sacrifices at the individual level; (2) the cross-country differences in this relationship; (3) the potential role of contextual factors (country's economic conditions, unemployment rate and employment protection legislation) in explaining these variations.

### **Design/methodology**

We combined data from ESS 2010 with contextual information from OECD and Eurostat. To take into account the impact of the economic crisis, saving behaviours are measured with retroactive questions on household consumption in the past three years. Life projects refer to the wish to have children in the near future. Hypotheses are tested with a two-level path analysis model with random intercepts and random slopes.

### **Results**

Initial support for the hypotheses is found. Specific results will be presented during the symposium.

### **Research implications**

Job insecurity is a threat to a highly valued resource (employment), therefore insecure employees may withdraw from other activities that demand further resources, by adopting precautionary saving behaviours or by sacrificing their life projects.

### **Originality/value**

A multilevel perspective with a cross-cultural approach may take into account all factors involved in the experience of job insecurity and provide suggestions for national policies about employment protection. By testing the generalizability of job insecurity and its consequences in European countries, we can find common strategies to deal with it at the institutional level.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Job insecurity*

Th-SYM-940-6

**The effects of unemployment and job insecurity on young Europeans' well-being and health: The moderating role of cultural values**

M. Kostouli\*, D. Xanthopoulou, K. Täht, L. Figgou, M. Unt, M. Sourvinou

**Main Abstract Content: Purpose.** As a result of the financial crisis, young people in Europe have been affected severely by the exclusion from the labor market (LM) and job precarity. In order to investigate whether the detrimental effects of unemployment and job insecurity on health and well-being vary across countries, we focused on the moderating role of two macro-level indicators: individualism, and the value attached to work in a society. We hypothesized that the damaging effects of insecure LM positions on health and psychological well-being will be stronger in individualistic (vs. collectivistic) cultures and in societies where work is highly (vs. barely) valued.

**Design.** We used data from the 2013 wave of the EU-SILC dataset that provides information about 22,842 young individuals (aged 16-29) from 29 European countries.

**Results.** Multilevel analyses showed that unemployment and job insecurity related to poorer health in individualistic (vs. collectivistic) countries. Also, unemployed reported lower life satisfaction and higher (un)well-being in societies that attach a great (vs. low) value to work. Unexpectedly, unemployment and job insecurity related to worse health in societies that attach a low (vs. great) value to work.

**Limitations.** The cross-sectional nature of the study refrains from testing the long-term effect of disadvantaged LM positions.

**Research/practical implications.** These results provide insights for developing policies aiming at protecting young Europeans' well-being.

**Originality/value.** Young people in disadvantaged LM positions are worse off in individualistic societies and in societies that attach a great value to work because their situation is likely to be attributed to internal instead of external/societal factors.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-SYM-912-4

**Qualitative and quantitative job insecurity and their consequences: The moderated role of appreciation**

M. Garrido Vásquez <sup>1,\*</sup>, K. Weiß <sup>1</sup>, K. Otto <sup>1</sup>

<sup>1</sup>Philipps-University Marburg, Marburg, Germany

**Main Abstract Content:** *Purpose.* Most studies on job insecurity have focused on the fear of losing one's job (quantitative job insecurity) and its negative consequences on employee's health and well-being. In the present study we also wanted to investigate the negative consequences of the perceived threat to lose valued job features (qualitative job insecurity). Along with investigating these two aspects of job insecurity, we scrutinized the role of appreciation as a moderator in the relationship between job insecurity and its consequences.

*Design/Methodology.* An online study was conducted with two time points. 116 people from different professions filled in the survey with a time lag of six weeks. For testing our hypothesis, we conducted regression analyses.

*Results.* We report negative consequences of qualitative and quantitative job insecurity on job satisfaction, organizational commitment, turnover intentions, and well-being. Our analysis also shows that appreciation at work moderated the relationship between both aspects of job insecurity and job satisfaction, organizational commitment, and turnover intentions, but not on well-being.

*Limitations.* Our sample size was rather moderate and the findings are based only on self-report.

*Research/Practical Implications.* Practical implications for organizations could be the promotion of appreciation at the workplace in order to reduce the negative consequences of job insecurity.

*Originality/Value.* With this study we seek to expand the knowledge about job insecurity by investigating both aspects of job insecurity on the one hand, and by unraveling how to reduce their negative consequences on the other.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-SYM-912-5

**Insecure, yet mindful! The effects of job insecurity on intrinsic motivation and innovative work behavior as moderated by mindfulness**

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**Main Abstract Content: Purpose**

Research has advanced our understanding of how employee innovative work behavior (IWB) can be protected and promoted against the detrimental effects of workplace stressors. Surprisingly, job insecurity (JI) has received limited attention. In an attempt to fill this void, this study proposes and tests a moderated mediation model that clarifies the processes and boundary conditions associated to the effects of JI on IWB. Building on self-determination theory, we suggest that JI, by lowering individual feelings of autonomy, competence and relatedness, would hinder intrinsic motivation and, indirectly, IWB (H1). However, this negative effect is expected to be attenuated among mindful employees, because mindfulness, by promoting self-concordant actions, accurate self-perceptions, and perspective taking, increases feelings of autonomy, self-competence and relatedness. Accordingly, a high level of mindfulness would buffer intrinsic motivation (H2) and, ultimately, IWB (H3) from the negative effects of JI.

**Methodology**

A time-lagged study was conducted on 134 employees from various Canadian firms. Multiple regression analyses were conducted to test our hypotheses.

**Results**

Results supported all the hypotheses.

**Limitations**

The self-report nature of our study raises issues of common method variance and limits inferences of causation.

**Research/Practical implications**

This research sheds light on the motivational processes linking JI with IWB, and offers new insights into how employee can keep their innovative potential alive in spite of insecure work conditions.

**Originality/Value**

This is the first study to examine intrinsic motivation as a mechanism driving JI's impact on IWB, and mindfulness as a protective factor against the harmful consequences of JI.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Employee stress and burnout*

*Job insecurity*

Th-SYM-913-4

**Different workers, different insecurities:**

**how proactive behavior can reduce job- and employment insecurity**

J. Koen\*, S. K. Parker<sup>1</sup>

<sup>1</sup>Business School, University of Western Australia, Crawley, Perth, Australia

**Main Abstract Content: Purpose.** Current labor market challenges –such as an expiring contract and a low level of education– often induce insecurity about the continuance of one’s job (i.e., job insecurity) and/or career (i.e., employment insecurity). Drawing upon control theory, we propose that proactive career behavior can reduce job- and employment insecurity by buffering the lack of control that stems from these labor market challenges.

**Design.** We tested a moderated mediation model in a three-wave field study among two groups of workers (347 temporary workers and 205 contract-secure workers). Two labor market challenges were explicitly matched to the different insecurities experienced by these groups of workers, and to different forms of proactive career behavior.

**Results.** An expiring contract did no longer affect temporary workers’ perceived control and did thus not lead to job insecurity when they engaged in proactive career behaviors. For contract-secure workers, results showed a similar pattern, but only for those with higher levels of education. Both types of insecurity were related to higher perceived stress and lower subjective career success.

**Limitations.** The use of self-report data limits causal conclusions.

**Implications.** Proactive career behavior can function as an alternative security mechanism in a labor market that increasingly lacks the security of permanent employment. Yet, lower educated workers may not necessarily benefit from proactive career behavior.

**Originality/Value.** By considering ways in which workers can ‘stay ahead’ and prevent insecurities that stem from labor market challenges, we provide a proactive stance that can improve workers’ security in today’s and tomorrow’s labor market.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Job insecurity*

Th-SYM-912-3

**Job insecurity in relation to training willingness: The moderating role of perceived employability**

A. Van Hootegem\*, H. De Witte, N. De Cuyper, T. Vander Elst

**Main Abstract Content: Purpose.** A turbulent organizational environment plays a role in heightened feelings of job insecurity as well in the need of work-related learning. Despite the importance of knowledge about the impact of job insecurity on the learning behaviour of employees, no research so far has explored the relationship between job insecurity and training willingness. Based on the Conservation of Resources Theory, we expected that job insecurity relates to the willingness to undertake both internal and external training. Additionally, we tested whether this relation is moderated by perceived employability.

**Design/Methodology.** To test these hypotheses, data was gathered from 560 employees working in seven organisations by means of a survey design.

**Results.** Regression analyses demonstrated that job insecure individuals are more willing to participate in both internal and external training. Furthermore, we found that perceived employability moderates the relationship between job insecurity and external training willingness. However, contrary to our expectations, high perceived employability weakens, instead of strengthens, the association between job insecurity and training willingness. We did not find a significant effect for the moderating role of perceived employability on internal training willingness.

**Limitations.** Given the cross-sectional nature of this study, no causal inferences can be made.

**Research/Practical Implications.** These results imply that HRM policies need to take into account the impact of job insecurity on learning behaviour at work.

**Originality/Value.** This study contributes to the existing literature on job insecurity by offering initial evidence for the relationship between job insecurity and training willingness, and by presenting perceived employability as a moderator in this relation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-SYM-912-1

**Symposium on Job Insecurity Part 1 - Job Insecurity: Measurement Issues and Moderating Effects**

H. De Witte <sup>1,\*</sup>, D. Xanthopoulou <sup>2</sup>

<sup>1</sup>Faculty of Psychology & Educational Sciences , KU Leuven , Leuven, Belgium, <sup>2</sup>School of Psychology, Faculty of Philosophy , Aristotle University of Thessaloniki , Thessaloniki , Greece

**Main Abstract Content:** Evidence suggests that job insecurity is detrimental for health and well-being. Despite the empirical advancements in this area, there is still the need to develop and validate measurements for specific operationalisations of job insecurity. Additionally, there is the need to test for moderators of the job insecurity-outcomes relationships, which might help developing interventions for practice. The aim of this symposium is to address these gaps in the literature. The symposium consists of the following 5 oral presentations:

- 1) Annabelle Hofer, Daniel Spurk, Andreas Hirschi, Nele De Cuyper, and Hans De Witte. *The Nature and Measurement of Career Insecurity: Development and Initial Validation of a New Scale*
- 2) Gabriel Fischmann, Tinne Vander Elst, Coralia Sulea, Nele De Cuyper, Dragos Iliescu & Hans De Witte. *The Qualitative Job Insecurity scale (QUAL-JI)*
- 3) Mauricio E. Garrido Vasquez, Kristin Weiß, and Kathleen Otto. *Qualitative and quantitative job insecurity and their consequences: The moderated role of appreciation*
- 4) Anahi Van Hootegeem, Hans De Witte, Nele De Cuyper and Tinne Vander Elst. *Job insecurity in relation to training willingness: The moderating role of perceived employability*
- 5) Francesco Montani, François Courcy, Hans De Witte. *Insecure, yet mindful! The effects of job insecurity on intrinsic motivation and innovative work behavior as moderated by mindfulness*

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employee stress and burnout**

**Job insecurity**

Th-SYM-913-1

**Symposium on Job Insecurity 2 - Explaining the outcomes of job insecurity**

H. De Witte <sup>1,\*</sup>

<sup>1</sup>Faculty of Psychology & Educational Sciences , KU Leuven , Leuven, Belgium

**Main Abstract Content:** Evidence suggests that job insecurity is detrimental for health and well-being. This leads to the question: what exactly explains this association? In the recent past, several theoretical explanations for the job insecurity-outcomes relationships have been proposed and tested empirically. This second symposium on job insecurity adds to this growing research line by presenting 6 papers in which the association between job insecurity and specific outcomes are mediated by a variety of variables, such as social identity, occupational self-efficacy, basic need satisfaction and fairness, among others. The symposium consists of the following 6 oral presentations:

- 1) Eva Selenko & Hans De Witte. *A threat to job security - a threat to the self? Exploring the relationship between job insecurity and performance, health and political outcomes from a social identity perspective*
- 2) Marianna Giunchi, Federica Emanuel and Chiara Ghislieri. *Perceived job insecurity and use of technology for work-related reasons during leisure-time: Consequences on workers' well-being.*
- 3) Jasmina Tomas, Darja Maslić Seršić, and Hans De Witte. *How can we attenuate job insecurity? Examining the effects of psychological climate*
- 4) Ieva Urbanaviciute, Jurgita Lazauskaite-Zabielske, Tinne Vander Elst, & Hans De Witte. *Why and when does qualitative job insecurity relate to turnover intentions? Testing the role of basic need satisfaction and sectoral differences*
- 5) Bert Schreurs and Désirée Schumacher. *Fairness and Exhaustion as Explanatory Mechanisms in the Relationship between Job insecurity and Employee Outcomes: A Two-Wave Study*
- 6) Jessie Koen and Sharon K. Parker. *Different workers, different insecurities: how proactive behavior can reduce job- and employment insecurity*

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Fr-SYM-862-1

**Job insecurity and its consequences: What do we know and where to go?**

M. Sverke\*, L. Låstad<sup>1</sup>

<sup>1</sup>Department of Psychology, Stockholm University, Stockholm, Sweden

**Main Abstract Content:**

**State of the art**

Job insecurity – worrying about losing one's job – is a common concern among workers worldwide. Since the early 1980s, the research literature in this field has been steadily growing, establishing job insecurity as a work-related stressor with detrimental outcomes for both employees and organizations. However, there are still a number of important research gaps, including how job insecurity relates to a wide range of potential outcomes, whether the strength of these associations vary between national contexts, the direction of causality between insecurity and outcomes, and how organizations may reduce job insecurity perceptions.

**New perspectives/contributions**

This symposium presents a comprehensive overview of the current state of job insecurity research. Specifically, the first presentation summarizes findings from a meta-analysis linking job insecurity to several work attitudes and behaviors, and different physical and mental health outcomes. The second study takes a closer look at these meta-analytic results by investigating if the negative consequences of job insecurity vary between cultural and welfare contexts. The third presentation provides an overview of longitudinal studies of the relationship between job insecurity and outcomes, also reviewing the evidence concerning temporal precedence and causality. The fourth study reports on the results of an organizational intervention in an organization undergoing restructuring, where one aim was to reduce job insecurity.

**Research/practical implications**

The contributions and concluding discussion aim at compiling the state of knowledge on job insecurity and its consequences, outlining directions for future research, and addressing practical implications on how to minimize job insecurity perceptions in organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Job insecurity*

Th-SYM-940-1

**Symposium on Job Insecurity 3 - Understanding the outcomes of job insecurity: Multilevel and Dynamic Approaches**

D. Xanthopoulou\*, H. De Witte<sup>1</sup>

<sup>1</sup>KU Leuven, Leuven, Belgium

**Main Abstract Content: State of the Art.** Most studies investigate the outcomes of job insecurity at the individual level of analysis thus, neglecting potential contextual factors that may determine this relationship. In addition, job insecurity has been mainly viewed as a static phenomenon. To address these gaps, this symposium presents studies that adopt either a multilevel or a dynamic framework in understanding job insecurity and its outcomes.

**Contributions.** Richter examines how two organizational factors (social support and feedback) measured at the individual and at the team-level determine job insecurity and its outcomes. Next, Vander Elst et al. investigate the moderating role of procedural justice and social support from the supervisor on the relationship of job insecurity with burnout and work engagement. Third, Piccoli and De Witte examine the role of country-level indicators (economic condition, unemployment rate and employment protection legislation) on the association between job insecurity and employees' household sacrifices in times of crisis in Europe. Similarly, Kostouli et al. show that disadvantaged labor market positions are particularly damaging for European youth in individualistic countries and in societies, where work is highly valued. Finally, Klug et al. focus on young workers and examine job insecurity trajectories over a 6-year time period and test differences between trajectories with regard to antecedents and outcomes.

**Research/Practical Implications.** Job insecurity has important consequences not only for employees' well-being but also for their life decisions and these effects are heterogeneous across employees and over time. Organizational and country-level factors help to better understand and prevent the unfavorable consequences of insecure jobs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Job insecurity***

Th-SYM-913-3

#### **Why and when does qualitative job insecurity relate to turnover intentions? Testing the role of basic need satisfaction and sectoral differences**

I. Urbanaviciute <sup>1,\*</sup>, J. Lazauskaite-Zabielske <sup>1</sup>, T. Vander Elst <sup>2</sup>, H. De Witte <sup>3,4</sup>

<sup>1</sup>Department of Clinical and Organizational Psychology, Vilnius University, Vilnius, Lithuania, <sup>2</sup>IDewe, External Service for Prevention and Protection at Work, <sup>3</sup>Research Group Work, Organizational and Personnel Psychology (WOPP-O2L), Faculty of Psychology & Educational Sciences, KU Leuven, Leuven, Belgium, <sup>4</sup>Optentia Research Focus Area, North-West University, Vanderbijlpark Campus, South Africa

#### **Main Abstract Content:**

##### **Purpose**

The current study had two aims. First, it aimed to analyze the role of basic need satisfaction upon employee turnover intentions in the context of qualitative job insecurity. Following self-determination theory (Deci & Ryan, 2000), we hypothesized that the lack of satisfaction for the basic needs of competence, autonomy, and relatedness might explain the association between job insecurity and turnover intentions. Second, this study aimed to explore whether similar indirect relationship patterns hold for both public and private sector employees. Hence, sector was additionally tested as a moderator in the above-mentioned relationship.

##### **Design/Methodology**

Employees from a range of organizations in Lithuania were surveyed using cross-sectional design (N = 358; private sector n = 178, public sector n = 180). PROCESS for SPSS (Hayes, 2013) was used to analyze the data.

##### **Results**

Significant indirect effects were found linking qualitative job insecurity to turnover intentions through basic need satisfaction. Furthermore, the results showed that the lack of basic need satisfaction, albeit being a significant intermediate factor, had a slightly different role upon turnover intentions in public versus private sectors.

##### **Limitations**

The study was based on cross-sectional data, which somewhat limits the interpretation of findings.

##### **Research/Practical Implications**

The findings suggest that the needs framework can offer an explanation for the link between qualitative job insecurity and turnover intentions. In addition, sector differences seem to be important for understanding how employees react to job-insecure situations.

##### **Originality/Value**

The study combines the analysis of subjective factors and objective work environments in investigating qualitative job insecurity.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-SYM-913-7

**A threat to job security - a threat to the self? Exploring the relationship between job insecurity and its outcomes from a social identity perspective**

E. Selenko\*, H. De Witte

**Main Abstract Content:** *Purpose*

Work and identity are closely related. What happens now to one's self-concept if work is threatened by job insecurity? Drawing from social identity theory we propose that job insecurity is related to (1) a lower identification with the working population and at the same time (2) an increased similarity with unemployed people. This in turn will affect general well-being, the willingness to invest effort in the current job, as well as general political attitudes.

*Design/Methodology*

To test the hypotheses  $n = 1.000$  British employees are being surveyed for four times over the period 2016/2017 on their quantitative job insecurity, their identification with the working population and with unemployed people, their mental well-being, persistence at work and right wing authoritarianism.

*Results*

The results from a SEM conducted on the data at T1 illustrated that job insecurity was negatively related to the identification with the working population but positively with the identification as an unemployed person. Through those two different aspects of the self, job insecurity was associated with reduced well-being, less persistency but (surprisingly) fewer conservative attitudes.

*Limitations*

Only T1 data is available as yet, a longitudinal test of the mechanisms will be presented at the conference.

*Research/Practical Implications*

The study indicates that job insecurity is related different aspects of the self in different ways. Through its connection with identity, job insecurity's effects span far beyond work related behaviour into general well-being and even political attitudes.

*Originality/Value*

This study presents a new framework to connect job insecurity with well-being, work behaviour and political attitudes.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Job insecurity***

Th-SYM-913-2

**Perceived job insecurity and use of technology for work-related reasons during leisure-time: consequences on workers' well-being.**

M. Giunchi <sup>1,\*</sup>, F. Emanuel <sup>1</sup>, C. Ghislieri <sup>1</sup>

<sup>1</sup>Department of Psychology, University of Turin, Turin, Italy

**Main Abstract Content:** *Purpose* – Perceived Job insecurity (PJI, De Witte, 2005) and the use of technology to manage work demands beyond working hours seem to have negative consequences on workers' well-being: insecure workers reported higher emotional exhaustion (Giunchi et al., 2016) and the use of technology may increase the interferences between work and family (Derks & Bakker, 2014). Our study, using the JD-R model theoretical framework, hypothesizes that the use of technology is in relation to PJI and other work demands, some work resources and to job exhaustion.

*Design/Methodology* – Our hypotheses were tested with a convenience sample of 696 workers. Data were collected with a self-report questionnaire and analyzed with multi-group analysis (MPLUS7).

*Results* – The estimated structural equation model ( $\chi^2(353)=655.032$ ,  $p<.00$ ; CFI=.94; TLI=.93; RMSEA=.05; SRMR=.06) showed that PJI and the use of technology are positively related to job exhaustion and the use of technology partially mediates the relationship between PJI and job exhaustion.

*Limitations* – Cross-sectional design, the use of a self-report questionnaire and the convenience sampling method are limitations of this study.

*Research/Practical Implications* – Our findings suggest to pay attention to the impact of organisational demands, especially PJI, in managing work requests through the use of technology beyond working hours.

*Originality/Value* – This study contributes to the literature on job insecurity analyzing the association between PJI and the use of technology on workers' well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-SYM-940-2

**The moderating role of procedural justice and social support in the job insecurity–well-being relationship: A multi-level analysis among teachers**

T. Vander Elst<sup>1 2,\*</sup>, E. Vekeman<sup>3</sup>, H. De Witte<sup>2 4</sup>, E. Baillien<sup>5</sup>, A. Van den Broeck<sup>4 5</sup>, L. Godderis<sup>1 6</sup>

<sup>1</sup>Knowledge, Information and Research center (KIR), IDEWE, <sup>2</sup>Occupational & Organisational Psychology and Professional Learning, KU Leuven, Leuven, <sup>3</sup>Department of Educational Studies, Ghent University, Ghent, Belgium, <sup>4</sup>Optentia Research Focus Area, North-West University, Vanderbijlpark, South Africa, <sup>5</sup>Human Relations Research Group, KU Leuven, Brussel, <sup>6</sup>Environment and Health, KU Leuven, Leuven, Belgium

**Main Abstract Content:** Purpose: Scholars agree on the negative impact of job insecurity on employee well-being. While quantitative job insecurity refers to the perceived threat of losing the job as such, qualitative job insecurity is the fear to lose valued aspects of the job in the future. Several contextual variables, such as social support and organizational justice, have been investigated as moderators in the job insecurity–outcome relationship. However, while changing those factors often implies interventions at a higher team or occupational level, scholars have mainly examined such moderators on the individual level. In reply, this study aims to investigate the moderating role of procedural justice and social support from the supervisor (at the organizational level) in the relationship between quantitative and qualitative job insecurity, and burnout and work engagement (at the individual level) using a multi-level framework.

Design/Methodology: Multilevel path analyses will be conducted to analyze cross-sectional survey data from 14,162 employees clustered within 541 Belgian educational institutions.

Results: Preliminary analyses look promising. The results and implications will be presented at the symposium.

Limitations: Because of the cross-sectional design, we cannot make inferences about causal relationships.

Research/Practical Implications: The results might enhance our knowledge of contextual factors at the organizational level that may decrease the relationship between job insecurity and employee health, and may offer guidance to practitioners to set up interventions at the occupational level.

Originality/Value: This study is among the first to test for the moderating role of contextual factors at the organizational level in the job insecurity–well-being relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-SYM-912-2

**The Nature and Measurement of Career Insecurity: Development and Initial Validation of a New Scale**

A. Hofer<sup>1,\*</sup>, D. Spurk<sup>1</sup>, A. Hirschi<sup>1</sup>, N. De Cuyper<sup>2</sup>, H. De Witte<sup>2</sup>

<sup>1</sup>Work and Organizational Psychology, University of Bern, Bern, Switzerland, <sup>2</sup>Research Group Work, Organizational and Personnel Psychology, Catholic University of Leuven, Leuven, Belgium

**Main Abstract Content: Purpose**

*Career insecurity* (CI) has become a variable of growing interest because of the changes in the broader environmental context in which careers unfold. However, there exists an ambiguity about the conceptualization of CI itself. Therefore, we aimed to clarify the concept of CI and develop a comprehensive and sound measure.

**Design/methodology**

We applied a mixed-method approach that combined an analysis of past research about insecurity in careers, qualitative interviews (N = 30), and quantitative data to develop a multi-dimensional conceptualization and measure of CI. An item examination and first test of construct validity will be conducted within a sample of 400 individuals working in diverse fields within the private industry.

**Results**

The results of the study showed that CI can be theoretically discriminated from related constructs like, for instance, job insecurity or perceived employability. Moreover, the qualitative interviews supported the multidimensional (e.g., career opportunities, work-nonwork interactions) nature of CI. Results of an initial validation of a new scale that captures these dimensions will be presented.

**Limitations**

This is an initial study about the conceptualization and measurement of CI. Follow-up studies are needed.

**Research/practical implications**

One theoretical implication is that CI can be conceptualized as multidimensional construct that can be discriminated against other related concepts. A systematically developed CI measure will be available. Career counselors might apply that scale in their daily work.

**Originality/value**

To our knowledge, the study provides the most comprehensive and systematic investigation of CI, an important construct for career development that needs further clarification.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-SYM-940-4

**Social support and feedback- important organizational strategies to prevent job insecurity and its effects**

A. Richter\*

**Main Abstract Content: Purpose**

In previous studies, job insecurity has mainly been studied from an individual perspective, and the focus was the investigation of outcomes. One next step is to place more focus on the social context e.g. the work group when studying job insecurity. This is in line with calls in work and organizational psychology to increase our understanding on work stressors. In this study, two important organizational factors-social support and feedback are investigated to understand how they relate to job insecurity and its outcomes. However, not only the individual perspective is taken into consideration but both factors are also investigated on team level as feedback and support climate.

**Design/Methodology**

A sample of 579 Swedish accountants is used. 53% were male and the average age was 42 years. The majority of employees had a university education.

**Results**

Preliminary analyses show promising results.

**Limitations**

Measurements were based on self-reports and need to be replicated with other samples to assure generalizability.

**Implications and Originality/Value**

This study makes two contributions. First, important organizational factors are investigated that can be modified by organizations to improve their work environment and to decrease job insecurity and its consequences. Second, the team level is accounted for in this study, which has received comparatively little research attention yet, even though we know that the social context at work has major effects on the individual employee.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Labor market entry***

Fr-SYM-1103-1

**Importance of employment assessment interventions to enable young people to find, sustain and perform well in employment**

S. Gould<sup>1,\*</sup>

<sup>1</sup>Department for Work and Pensions , London, United Kingdom

**Main Abstract Content:** The Department for Work and Pensions (DWP) has a UK government brief to support young people to find work and one of the ways is by creating a more flexible, personalised package of support. Young people are helped by Work Coaches to make the transition into employment through personalised job search, support to apply for vacancies, work experience opportunities and work focused training provision.

Work Psychologists contribute by providing support to several priority groups to include customers, advisers and employers. This might include enabling individual's progression into work or retention in employment by identifying work solutions, developing effective job seeking behaviour to become more effective in the labour market and enabling individuals to look ahead and manage their work performance, relationships and health or disability in the workplace. Interventions can include one-to-one work with individual customers or group work sessions.

This paper focuses on case studies of young people using the employment assessment approach (Carew et al., 2010) as a labour market intervention to help young people find, sustain and flourish in employment. Employment assessment is relevant to young people who have limited or no work experience, or where no job goal has been identified, or the individual has a negative self-image feeling that employers will not hire them. Employment assessment helps young people to develop job search skills, identify and comprehend sources of information about jobs and helps them to plan through and follow through on activities to support job search.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Labor market issues*

*Labor market entry*

Fr-SYM-1103-2

**What can employers do to help young people gain entry to the workplace?**

A. Carter <sup>1,\*</sup>

<sup>1</sup>Sheffield University Management School, Sheffield, United Kingdom

**Main Abstract Content:** With youth unemployment remaining a significant problem in many developed countries we need to take alternative perspectives to address persistent issues that will result in significant future skills shortages. Currently, labour market research is mainly shaped by a supply-led view focusing on job seekers with few studies examining the demand-led perspective that focuses on employers (Spoonley, 2008). For example, it is not widely known that only 25% of UK organizations employ young people (18 to 24 years, UKES, 2011). Therefore, a majority of UK organizations are choosing to employ older workers and we do not know why employers are taking these decisions. A recent study of 21 employers highlighted that young people have a great deal to contribute to the contemporary workplace. Employers in this study described organizations not employing young people as lacking experience of young workers; believing in stereotypes and assumptions about their behaviours and the effort needed to support the young workers. This paper will describe valuable advice employers' gave in relation to organizational strategy and development of entry-level roles. Findings will be described in relation to theories of work psychology that may assist further study benefiting youth employment.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**Labor market entry**

Fr-SYM-1103-6

**Action learning to build soft skills for graduate work transitioning: a review of 'get mobile' in the UK, Netherlands and Iceland**

E. Parry <sup>1,\*</sup>

<sup>1</sup>INOVA, Sheffield University Management School, Sheffield, United Kingdom

**Main Abstract Content:** Fifty-four percent of UK employers believe graduates are not work-ready (British Chambers of Commerce, 2014) with a lack of soft skills cited as the main reason by 57% of these employers. Ways to support recent graduates to build soft skills to enhance their work-readiness and therefore increase chances of employment are important to develop, particularly for young people attempting to enter the workplace with employers who are not strategically placed towards young people (Carter, 2016). This paper reviews the EC project 'Get Mobile' which developed an Action Learning programme for 35 young, female, recent graduates from Business and Science (under/unemployed) in the UK, Netherlands and Iceland to build soft skills for work readiness. Qualitative analysis of participants' evaluation questionnaires elicited themes from group sessions and compared differences between countries. Results suggested that the blended programme of Action Learning, coaching and mentoring were useful methods to develop soft skills. Developing positivity and openness was seen as the most important outcome in the Netherlands and Iceland but in the UK self-reflection and soft skills were considered more important. Limitations of these findings include a limited sample size from three countries, only including females from certain subjects. Rolling out the programme to see if results transferred to other countries, male graduates and other participants warrants further study. Practical implications are that universities could consider Action Learning programmes as a valid medium to develop soft skills prior to graduation to better equip graduates with these skills for transitioning to the world of work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Labor market entry***

Fr-SYM-1103-3

**Supporting young peoples' journey from education to work; Discussion**

B. Kozusznik <sup>1,\*</sup>

<sup>1</sup>University of Silesia, Katowice, Poland

**Main Abstract Content:** The first discussant is an academic from Poland and they will engage the audience in a broad debate about youth employment across Europe.

Introduced by the symposium chair the discussant will offer short presentations building on the symposium material and describing the issues facing young people transitioning into work in Poland and areas of Eastern Europe. They will then invite the audience to engage in a debate and interchange of potential solutions and interventions that will assist young people to gain suitable employment.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Labor market issues***

***Labor market entry***

Fr-SYM-1103-4

**Supporting young peoples' journey from education to work - Discussion Part 2**

J. McCafferty <sup>1,\*</sup>

<sup>1</sup>Ballymun Job Centre, Dublin, Ireland

**Main Abstract Content:** The discussant in a practitioner working with young people in Dublin, Ireland. Introduced by the symposium chair discussant will offer a short presentation building on the symposium material and describing the issues facing young people transitioning into work in Ireland. They will then invite the audience to engage in a debate and interchange of potential solutions and interventions that will assist young people to gain suitable employment. The symposium will end with a plenary drawing together the areas of discussion from the audience and the papers suggesting future support, intervention and research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

Fr-SYM-1888-1

#### **Leadership and Health: Perspectives of leaders and employees**

I. Inceoglu<sup>1,\*</sup>, N. Turner<sup>2</sup>, N. Wirtz<sup>3</sup>, O. Weigelt<sup>4</sup>, G. Thomas<sup>5</sup>, C. Chu<sup>5</sup>, D. Plans<sup>5</sup>, A. Gerbasi<sup>5</sup>, T. Rigotti<sup>3</sup>, A. Zill<sup>6</sup>, P. Bruning<sup>7</sup>, S. Herscovis<sup>2</sup>, S. Fung-Chang<sup>8</sup>, C.-Y. Li<sup>9</sup>

<sup>1</sup>University of Surrey, Guildford, <sup>2</sup>University of Calgary, Calgary, Canada, <sup>3</sup>University of Mainz, Mainz, <sup>4</sup>University of Hagen, Hagen, Germany, <sup>5</sup>University of Surrey, Guildford, United Kingdom, <sup>6</sup>University of Chemnitz, Chemnitz, Germany, <sup>7</sup>University of New Brunswick at Fredericton, Fredericton, Canada, <sup>8</sup>China Medical University, <sup>9</sup>National Taipei College of Nursing, Taiwan, Taiwan, Province of China

#### **Main Abstract Content:**

##### **Leadership and Health: Perspectives of leaders and employees**

Chair: Ilke Inceoglu, Surrey Business School, University of Surrey

##### **State of the art**

Leadership behaviour has a significant impact on the behaviour, performance and wellbeing of employees. While a large body of research has focused on the effect of leadership on wellbeing in the form of job satisfaction and job strains, little research has examined the specific psychological processes that result in negative employee health outcomes and the effect of leadership health on employee health.

##### **New Perspectives/Contributions**

This symposium provides fresh insights into leadership and health by considering both the perspectives of leaders and employees in the leadership process.

The paper by Turner, Bruning, Herscovis, Sung Li and Chen examines the extent to which interpersonal stressors from different organizational sources (co-workers, supervisors, senior managers) influence the job-related physical health of non-injured and injured employees who had returned to work. Weigelt and Zill's study investigates the link between employee conflict with supervisors and employee rumination, and the extent to which reconciliation can restore well-being.

Two literature reviews specifically focus on the health of leaders (Wirtz & Rigotti) and the psychological mechanisms at play through which the health of leaders affects the health of employees (Inceoglu, Thomas, Chu, Plans & Gerbasi): What factors predict leaders' psychological and physical wellbeing? How does the health of leaders affect the health of followers? What evidence can we draw on to develop interventions to improve the wellbeing of leaders?

##### **Research/Practical Implications**

Findings have theoretical implications for better managing leaders' and employee health and developing a future research agenda that explicitly considers both perspectives.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

Sa-SYM-1789-1

**Leaders and Followers: New Perspectives on Positive Experiences at Work**

A. C. Leite <sup>1,\*</sup>, G. Randsley de Moura <sup>2</sup>

<sup>1</sup>Department of Psychology, University of Roehampton, London, <sup>2</sup>School of Psychology, University of Kent, Canterbury, United Kingdom

**Main Abstract Content: State of Art**

Given that people spend most of their adult lives at work, rewarding experiences at the workplace gain increased importance. It is well-established that leaders and followers have an interdependent relationship and that leadership styles differentially impact organizational outcomes. In this symposium we present topical research that focuses on the links between leadership and positive experiences at work. We propose a wide discussion of the topic by including internationally diverse contributions, combining different theoretical perspectives and varied methodologies. This will enrich the discussion of key aspects that link leadership to both (dis)satisfaction and (poor)well-being at work.

**New Perspectives/Contributions**

In four talks, we present cutting edge research discussing (1) identity leadership and well-being, (2) relative quality of Leader-Member Exchange and experiences at work, (3) organizational conspiracies and satisfaction at work, and (4) leadership, gender, and fairness in performance ratings and pay. Each work presents an innovative theoretical perspective. The discussion (by Georgina Randsley de Moura) will highlight how this research helps to understand how leaders can facilitate or hinder employees' positive experiences in the workplace.

**Research/Practical Implications**

This symposium suggests that research needs to focus on the dynamics between individuals, groups, and their leaders. It also suggests that organisations should be particularly mindful of (1) the quality of relationships between leaders and followers and the ability to foster a sense of oneness, (2) the impact of conspiracies at the workplace, and (3) the fairness of procedures, if they are to foster environments that allow for positive experiences at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

Fr-SYM-1497-6

**Breaking employee's silence: A cross-level investigation of the role of socio-moral climate and negative affect at work**

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**Main Abstract Content: Purpose**

This study examined the process underlying the relationship between socio-moral climate (SMC) and employees' silence behaviors. Using conservation of resources theory, we propose that negative affect at work mediates the effects of SMC on employees' quiescent and acquiescent silence.

**Design/Methodology**

We tested the model with a cross-level structural equation model based on a questionnaire data collected from 429 employees in 51 organizational contexts.

**Results**

The results revealed that SMC (at organizational level) is negatively related with both negative affect at work and employee's quiescent and acquiescent silence (both at individual level). Moreover, negative affect at work is positively associated with both employee's quiescent and acquiescent silence (at the within individual level). At the between (organization) level, negative affect was significantly related to acquiescence silence but not to quiescence silence. Therefore, our mediation hypotheses were only partially supported.

**Limitations**

The cross-sectional design and the correlational nature of the actual data prevent us from drawing causal and temporal inferences, making it difficult to rule out alternative explanations for the observed relationships.

**Research/Practical Implications**

Our results suggest that organizations may prevent employee silence by managing SMC in the workplace.

**Originality/Value**

This paper sheds some light on the affective processes that emerge from SMC and their role in explaining SMC's potential impact on employee's silence, thus expanding both the literature of SMC and silence.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

Fr-SYM-2214-2

**The relationship between team leadership and team working, and their impact on engagement, wellbeing and innovation: An empirical study**

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**Main Abstract Content:** Purpose This study related engaging transformational leadership, team working, and their impact to engagement, wellbeing, and innovation. Design/Methodology Multiple measures assessed leaders and members of multi-disciplinary healthcare teams (n = 590). The measures were: Team leadership and team working: Engaging Team 360, and other research methods (Alimo-Metcalfe et al., 2011), and the IMO model (Ilgen et al., 2005). Four scales measured team leadership ( $\alpha \geq 0.84$ ). Five scales measured Team working, Inter-team relations and Inter-team collaboration ( $\alpha \geq 0.82$ ). Outcome measures were: Three aspects (scales) of Impact on Team Performance: Innovation; Focus on quality; and Improvement; and two aspects (scales) of Impact on Team Members: Team Engagement; and Wellbeing at Work. A significance SEM model related team leadership and team working to the impacts on team members and team performance. Results Affective, behavioural, and cognitive aspects of team functioning contribute independently to intra-team working. Four discernible team-leadership aspects added meaning, and acted indirectly through team work, to positively impact team output, engagement and wellbeing. Limitations Sample limited to UK NHS healthcare teams, generalisability. Research/Practical Implications Increased validity of team leadership and team working model improved on the commonly used IPO model and supports IMO (Ilgen et al., 2005). Practitioners can now confidently apply specific leadership dynamics, through team working, to grow team effectiveness, quality and innovation. Originality/Value Four significant and reliable aspects of team dynamics, and specific leader selection criteria, that nurture and grow team productivity, can now be related to teamwork and leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership and followership**

Fr-SYM-2272-1

**Contextualizing the Think Crisis-Think Female Stereotype:**

**When are female leaders really preferred?**

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**Main Abstract Content: EAWOP17-SYMPOSIUM-1581**

**Leadership in times of crisis: What motivates glass cliff appointments?**

**Paper 5:**

**Contextualizing the Think Crisis-Think Female Stereotype:**

**When are female leaders really preferred?**

**Purpose** - The purpose of this paper is to challenge the idea that women, rather than men, are seen as good leaders for crisis management by identifying specific crisis situations in which male leaders and stereotypically masculine qualities are preferred.

**Design/Methodology** –Two experimental studies were implemented. In Study 1, 64 U.S. and 92 Spanish university students read descriptions about companies facing different crisis situations and indicated which attributes made a person suited for leadership. In Study 2, 326 Spanish BA students were randomly assigned to different crisis scenarios and indicated their preference for male/female and agentic/communal leaders.

**Results** - The studies provide evidence that the think crisis-think female stereotype only occurs in specific types of crises that are communal in nature (e.g., a crisis was due to a company's internal disharmony). An in-group gender bias emerged whereby both male and female participants preferred male and female candidates, respectively.

**Limitations** – The causal claims derived from experimental research come at the expense of external validity.

**Research/Practical Implications** – The observed preference for male leaders in most crisis situations suggests that the "Think Crisis-Think Female" phenomenon cannot be generalized to all crisis situations and invites further research to continue understanding people's positive reactions to women in the "glass cliff" research.

**Originality/Value** – Findings contribute to a deeper understanding of contextual variations in implicit theories about crisis management and so support a more thorough decision-making in gender-related organizational practices.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

Fr-SYM-1888-2

**Injury Experience, Sources of Interpersonal Support, and Mental Health**

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**Main Abstract Content:** Purpose: To estimate the extent to which interpersonal stressors from different organizational sources (co-workers, supervisors, senior managers) affected the job-related physical health of non-injured and injured employees who had returned to work. Design/Methodology: Organizational records of lost-time work injuries over a six-year period were matched with employee perceptions of interpersonal stressors and job-related physical health at the end of the six-year period. The study sample consisted of two types of employees: employees who reported a lost-time work-related injury and returned to work during this six-year period (n = 433 cases; “injured employees”) and employees who neither reported a work-related injury nor lost work time because of an injury during this same period (n = 954 controls; “non-injured employees”). Results: Compared to non-injured employees, injured employees reported a stronger relationship between co-workers as stressors and job-related physical health. There were no differential relationships between injured and non-injured employees on either supervisors as stressors or senior managers as stressors on job-related physical health. Research Implications: We use social impact theory to explain these findings, and discuss the consequences of the results for post-injury interventions and return-to-work programs in organizations. Originality/Value: To our knowledge this is the first study to consider how different sources of interpersonal stressors after return-to-work interact with injury status to predict job-related physical health. In a literature that traditionally looks only at leadership as a social influence on employee safety, we set up a fair tournament among the social influences of co-workers, supervisors, and senior managers in influencing physical health of injured workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership and followership*

Fr-SYM-1888-3

**What makes healthy leaders? A Systematic Review and Research Agenda**

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**Main Abstract Content:** We present the results of a systematic review of three decades of research on leaders' health. The identification of relevant predictors for leaders' health from 202 empirical articles and the subsequent categorization in different clusters (e.g. personal-dispositional, organizational, and interpersonal) provide valuable insights to guide future research, theory, and organizational health management practice. The majority of articles included in this review were cross-sectional and examined leaders' mental and physical well-being. We discuss our findings in terms of methodological and theoretical shortcomings of existing work, and outline a comprehensive agenda to inspire future research. Main findings include the relative lack of followers' role in the leadership process, as well as interpersonal factors that impact leaders' health and wellbeing. Further, there is a clear need to distinguish more explicitly between stress and antecedents of stress, as well as to conduct more longitudinal and multi-source studies in order to uncover causal relationships and examine changes in leader health over time.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Leadership and followership***

Fr-SYM-1888-4

**Let's talk it over one more time – How conflicts between leaders and followers and episodes of reconciliation relate to employee rumination over time**

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<sup>1</sup>University of Rostock, Rostock, <sup>2</sup>University of Hagen, Hagen, <sup>3</sup>Technische Universität Chemnitz, Chemnitz, Germany

**Main Abstract Content:** Purpose Although current leadership approaches stress consideration and follower empowerment employees may still face disagreements or more serious episodes of conflict with their supervisors from time to time. Based on intraindividual models of employee well-being we take an event-based approach to leadership and health. We examine how task and relationship conflict relate to employee rumination over time. Further we distinguish between immediate and sustainable effects. In line with current theorizing in the employee-organization-relationship literature we consider post-violation coping and explore the role of reconciliation as a means to restore well-being and health again. Design/Methodology We conducted a five-wave longitudinal survey study over a period of 12 months among 88 employees from different organizations yielding 267 observations. Results Our multilevel analyses yielded a significant positive short-term link between task conflict and affective rumination, but no sustainable interindividual level differences due to the accumulation of conflict over time. We found the inverse pattern for relationship conflict which suggests sustainable long-term effects in the absence of short-term fluctuation in rumination attributable purely to relationship conflict. Reconciliation yielded additive beneficial effects. Limitations Modest sample size and low prevalence of severe argument and hence opportunity for reconciliation may limit statistical power. Research/Practical Implications Conciliatory behaviour might be a powerful leverage point for leaders to neutralise adverse effects of conflict and hence promote employee health. Originality/Value This study is among the first to differentiate and empirically examine short-term and long-term effects of leader-follower interaction on employee health applying rigorous methodology.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

Fr-SYM-1888-5

**Leadership and health: The effects of leaders' behaviours in organizations**

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<sup>1</sup>University of Surrey, Surrey, United Kingdom

**Main Abstract Content:** State of the Art Leaders play a pivotal role in organizations; poor leader health impacts performance of the leaders themselves but also that of their employees and teams. Very little research, however, has specifically focused on leadership health and its effect on employees and organizations. Compared to most employees in organizations, leaders enjoy higher levels of autonomy but at the same time have higher work demands. Leaders are generally more satisfied with their jobs and job engaged than employees, yet the risk for stress-related health problems especially in senior leaders is an area of growing concern in organizations. Interventions for improving employee wellbeing are developing rapidly. Research to date has not considered how these could be specifically applied to improve the wellbeing of leaders. New Perspectives/Contributions Drawing on research from several disciplines (e.g. work, health and sport psychology, physiology and psychophysiology) this literature review identifies the antecedents and psychological processes that affect the health of leaders psychologically and physiologically. Results also consider consequences of leader health such as leadership behaviour and follower behaviours. Research/Practical Implications The results of this literature review have theoretical and practical implications for better managing the wellbeing of leaders. We also propose a multi-disciplinary research agenda to develop interventions to improve leader health and employee health in organizations. Originality/Value Our literature review synthesises findings from different disciplines and proposes a research agenda that considers psychological and physiological aspects of health and using evidence for developing interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership and followership*

Sa-SYM-1789-2

**The cure of identity leadership: Leaders' creation of a group identity promotes group members' health and well-being**

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**Main Abstract Content: Purpose:** The present research examines the lagged effects of identity leadership — in particular, leaders' development of a sense of “we” and “us” among team members — on team members' health and well-being.

**Design/Methodology:** We report results from a two-wave field study from a large energy organization in China conducted over a 10-month period in which employees respond to the leader of their work team.

**Results:** Results show that perceived leader identity development predict greater subsequent work engagement among team members, as well as lower burnout and turnover intentions. Furthermore, findings indicate that effects on reduced turnover intentions are mediated by reduced burnout and increased work engagement.

**Limitations:** The limitations of the study are its examination of only (a) two waves (rather than three or more waves) and (b) a single group identity (rather than multiple identities). Addressing these issues would allow for more comprehensive insights into the unfolding impact of identity leadership on employee health.

**Research/Practical Implications:** Given the downstream effects that leaders have on organizational members' health and well-being, results show that organizations can promote health in the workplace by building leaders' capability to engage in identity development.

**Originality/Value:** The present research paves the ways for a new understanding of employee health which sees this as flowing from group-oriented forms of leadership. Results show that leaders' creation of a shared sense of “we-ness” can be a gateway not only to influence and followership but also to fulfillment and well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership and followership*

Sa-SYM-1789-4

**Suspicion in the workplace: Organizational conspiracy theories and work-related outcomes**

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**Main Abstract Content: Purpose:** Belief in conspiracy theories about societal events is extremely common and has important consequences for political, health and environmental behavior. Little is known, however, about how conspiracy theories that involve powerful groups (e.g., managers) at the workplace affect people's everyday working lives. We argue that conspiracy theories may have detrimental consequences to employees' experiences. We predicted that belief in organizational conspiracy theories would be associated with intentions to leave the organization. We further predicted that belief in these organizational conspiracy theories would predict decreased organizational commitment and job satisfaction. Finally, we hypothesized that these factors would mediate the relationship between organizational conspiracy belief and turnover intentions.

**Design/Methodology:** We conducted three online studies (one correlational and two experiments,  $Ns = 209, 119, 202$ ).

**Results:** Results show that organizational conspiracy belief (both measured and manipulated) predict turnover intentions, a relationship sequentially mediated by organizational commitment and job satisfaction.

**Limitations:** We note that all of our participants were recruited from crowdsourcing websites and therefore it would be important to replicate our findings in a field study.

**Research/Practical implications:** The current studies demonstrate the potential harm of conspiracy theorizing for the workplace and suggest that managers should be mindful of the potential negative consequences on employees' experiences of and psychological ties to the workplace.

**Originality/Value:** This research was the first to establish a causal relationship between organizational conspiracy belief and dissatisfaction with the organization and, to explicitly show how conspiracy theories that involve management teams may affect psychological ties to the organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

Fr-SYM-1497-7

## **Psychological and societal consequences of working in democratic firms: A meta-analysis including empirical studies from 1970-2015.**

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### **Main Abstract Content: Purpose**

Our meta-analytic study analyses the relation between democratic company structures, individually perceived influence on tactical/strategic decisions and employees' work-related, prosocial, as well as civic orientations, and behaviours.

### **Design/Methodology**

We included 76 quantitative studies (conducted from 1970 until 2015) and used Hedges and Vevea's (1998) method of random-effects analysis for computing population effects.

### **Results**

The results indicate that structurally anchored democracy is positively associated with employees' direct participation in tactical/strategic decision-making. Mere employee ownership does not guarantee that workers experience high levels of direct participation in decision-making. Direct participation is more strongly related to employees' work satisfaction, job involvement, and organizational commitment than a democratic structure per se or the pure collective ownership status. Additionally, direct participation influences more positively workers' prosocial behaviours and civic orientations than a democratic structure alone.

### **Limitations**

Only very few studies investigated democratic companies longitudinally. Therefore, our results are based on cross-sectional studies (causality problem). Moreover, some of the older studies in this field suffer from poor methods.

### **Research implications**

Our meta-analytical results show evidence that organizational democracy has positive consequences that affect not only the individual but also society and therefore should be politically and economically fostered.

### **Originality**

Past research reviews or meta-analyses focussed upon only weak or moderate forms of employees' participation (e.g. workplace autonomy, self-managed work groups) and widely ignored the effects of substantive democratic structures. Our contribution is the first meta-analytic study that investigates the effects of substantive organizational democracy on individual and societal outcomes within the last 45 years.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership and followership**

Sa-SYM-1789-3

**LMX relative position and work-related outcomes: The role of LMX comparison processes**

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**Main Abstract Content: Purpose:** This paper extends research on LMX differentiation by focusing on the way people compare their LMX quality with others in their work team (LMX comparison) in terms of being above or below average for their team, and its impact on work-related outcomes. Drawing on theories of social comparisons, we predict (i) that *perceived* LMX comparison will be a better predictor of work-related outcomes compared to *actual* LMX relative standing in the team and (ii) LMX quality will moderate the relation between perceived LMX comparison and work-related outcomes (i.e., job satisfaction, well-being and task performance) such that the relationship will be stronger for those with a low (vs. high) LMX quality.

**Design/Methodology:** Predictions were tested across three studies (two cross-sectional and a diary).

**Results:** Consistent support was found for both hypotheses.

**Limitations:** One potential limitation, with the exception of leader-rated performance (Study 1) and objective performance (Study 2), was the single source nature of the data.

**Research/Practical Implications:** Our findings imply that low LMX followers are likely to be particularly responsive to social exchanges suggesting a change in their relative status with the leader (better or worse).

**Originality/Value:** This research provides two novel contributions. First, we show that subjective perceptions of relative position are better predictors of outcomes than actual relative position showing the role of social processes in understanding the effects of LMX. Second, the research moves beyond considering LMX relative position as a perspective of the team but rather as a subjective interpretation by each team member.

**Disclosure of Interest:** None Declared

**Keywords:** None

## Leadership and management

### Leadership and followership

Fr-SYM-2214-1

#### Self-determined leadership and motivation: Relating two European constructs of engaging leadership and six dimensions of employee work motivation

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**Main Abstract Content: Purpose** Test two independent engaging leadership (EL) construct's prediction of work motivation.

**Design** Quantitative methods sampled Australian healthcare employees, twice (T<sub>1</sub>-T<sub>2</sub>=6 months, N<sub>1</sub>=131, response rate 53.2%, 62.4% male; N<sub>2</sub>=113, response rate 34.0%, 57.5% male). Measures: Engaging Transformational Leadership Questionnaire<sup>®</sup> with intercorrelated ( $r=.56-.76$ ) multidimensional subscales, *showing genuine concern, enabling, being honest and consistent, networking and achieving, and being decisive*, that highly interrelate (ETLQ, Alban-Metcalfe & Alimo-Metcalfe, 2000). Engaged Leadership Scale<sup>®</sup> with intercorrelated items ( $r=.64-.85$ ), and potentially multidimensional subscales, *strengthening, connecting, empowering and inspiring* (ELS, Schaufeli, personal correspondence, 2016). Multidimensional Work Motivation Scale has six reliable subscales,  $\alpha=.71-.90$  (Gagné, et al., 2015). Analyses: SPSS24 sub-scale optimisation was highly-reliable,  $\alpha=.74-.98$ . AMOS24 SEM confirmed a superior-fitting, replicable and representative model nested within longitudinal data (CFI=.994, TFI=.991, RMSEA=.017).

**Results** Measurement residuals modelling found a consistent model in T<sub>1</sub> and T<sub>2</sub> data. EL, including both EL constructs, significantly negatively predicted Amotivation ( $\beta=-.31, p<.001$ ), non-significantly predicted Social Extrinsic Regulation ( $\beta=.06, ns$ ), Material Extrinsic Regulation ( $\beta=-.07, ns$ ), and Introjected Regulation ( $\beta=.06, ns$ ), and significantly positively predicted Identified Regulation ( $\beta=.30, p<.001$ ), and Intrinsic Motivation ( $\beta=.49, p<.001$ ), over time.

**Limitations** State-trait aggregation, self-report, one source.

**Implications** *Self-determined leadership* works in collaboration with *work motivation*. Leaders motivate using self-determined EL behaviours. Employees work using self-determined motivational patterns nurtured by the leader.

**Value** ETLQ and ELS are complimentary, independently viable, and valid, internationally. Constructs predict patterns of highly-intrinsic motivation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

Fr-SYM-1497-1

#### **Don't turn away, in silence. Who will lead for participation?**

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#### **Main Abstract Content: State of the Art**

Words are powerful in organizations as they are the medium through which employees can express their opinions, ideas, and concerns. By doing so, they may improve their work environments, prevent organizations and external stakeholders from harm, and ward off dangers to themselves (Wegge et al., 2016). Recent economic, political, and social developments provoking organizational change and endangering industrial relations seem to inhibit genuine expression at work (see Eurofound, 2012) and thus threaten preconditions for the development of sustainable organizations and societies that protect and enhance individual and collective well-being (Weber et al., 2009).

#### **New Perspectives/Contributions**

Aiming at understanding the conditions under which employees do or do not initiate change, the symposium comprises 1) a cross-cultural study on differentially motivated employee silence, 2) meta-analytic results of working in democratic organizations, 3) a cross-level investigation on the link between socio-moral climate and silence, 4) a study on distributed leadership and employee participation, 5) research on leadership styles as determinants of moral-based silence, and 6) an experimental and field study on leader silence in the face of threat.

#### **Research/Practical Implications**

We invite symposium attendees to engage in a discourse about what is withheld and what is expressed in contemporary organizations. Such a discourse holds the potential to reorient work practices and procedures given what democracy, equality and diversity truly means if substantive portions of the workforce withhold their views or (has to) mute their expressions. The presentations focus on context variables will stimulate research-practice discussions on ways to create organizational environments that invite and encourage voice.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Leadership and followership***

Fr-SYM-1497-2

#### **A cross-cultural study on differentially motivated silence, its antecedents, and consequences**

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**Main Abstract Content: Purpose:** In a cross-cultural study, we examined employees' tendency to remain silent along with selected potential antecedents and consequences (e.g., health). With respect to the antecedents, we were particularly interested in the relationship between differentially motivated silence (i.e., silence based on fear, resignation, prosocial and opportunistic motives) and the cultural dimensions defined in the Globe study (House et al., 1999).

#### **Methodology**

We translated the four motives for employee silence scale (Knoll & van Dick, 2013) and distributed questionnaires in 10 countries representing the cultural clusters as defined in the Globe study.

#### **Results**

The silence scale shows good psychometric properties and allows for detecting differences in silence tendencies across countries. Relationship strength differed between silence and health across countries. More proximal cultural influences (i.e., organizational culture) emerged as a stronger predictor than more distal culture (i.e., national culture).

#### **Limitations**

In this first approach to examine silence tendencies in a large number of countries, we had to start with convenience samples. Cultural clusters are represented by one country, only. Differences within countries are not assessed.

#### **Practical Implications**

The available scales and findings regarding the relevance of specific cultural dimensions will be of use for internationally engaged companies who want to know about the prevalence of the silence motives either in their diverse workforce or in the countries they do business in.

#### **Value**

We validated measures for differentially motivated types of employee silence in 10 samples. This is the first study to examine which distal and proximal cultural dimensions relate to which forms of silence.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

Fr-SYM-1497-4

**Opposing Leadership Styles as Determinants of Silence of Employees on Moral Issues**

D. Frömmer\*, L. Franke-Bartholdt, A. Strobel, J. Wegge

**Main Abstract Content: Purpose**

In order to promote ethical behavior in organizations open communication about moral concerns is crucial. However, people often keep silent. The behavior of leaders is considered as a driving factor in this context. For a comprehensive understanding of potential influences positive and negative supervisor behaviors need to be included. We will outline a model describing effects of authentic and abusive leadership on silence and voice when it comes to morally problematic issues.

**Design/Methodology**

We conducted 3 cross sectional studies using online surveys (710 participants overall). In addition, we now begin a cross sectional multilevel field study in 3 different organizations of the healthcare sector (> 2000 employees).

**Results**

Online studies: Preliminary analyses support the basic assumptions of our theoretical model. There is a strong negative relationship between authentic leadership and abusive supervision; authentic leadership is negatively related to quiescent and acquiescent silence and positively to promotive and prohibitive voice. Moreover, abusive supervision is positively related to several silence motives including prosocial and opportunistic silence.

The field study is in the process of data collection and first results will be presented at the conference.

**Limitations**

Cross sectional studies do not provide evidence for causal connections. Generalization of results is limited to healthcare sector.

**Research/Practical Implications**

Studies including opposing leadership styles are scarce in the silence/voice field. The same holds for our approach to focus on moral issues as a specific content of being silent. Practitioners will gain insights about driving factors of ethical behavior and feedback culture in organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership and followership*

Fr-SYM-1497-3

**Distributed Leadership: A New Child in the Employee Participation Family?**

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**Main Abstract Content: Methodology**

A cross sectional survey of hospital employees from a large Danish hospital was conducted. 1406 employees answered all (or almost all) of the questionnaire and 586 answered some of the questionnaire (replies from 1992 out of 4880, i.e. 41%).

**Results**

Preliminary analyses show that employee Distributed Leadership Agency is significantly related with experienced organizational influence, job autonomy, and Work Council influence, as well as efficacy beliefs and trust in leadership. These results suggest that DL may supplement existing employee participation constructs, not least in that DL is positively related with employee influence.

**Limitations**

The design allows identification of relations but not causality inference. Generalization of the results to other organizations and notably to other industries should be done with cautiousness.

**Research/Practical Implications**

The results may imply that DL supplements our theoretical understanding of employee involvement in general, and from a practical viewpoint, we may advice and facilitate leaders to distribute leadership tasks to employees.

**Originality/Value**

To our knowledge, this study is amongst the first to explore the theoretical and empirical connections between DL and more traditional employee participation constructs.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

Fr-SYM-1497-5

**Too scared to lead? Exploring links between self-threats, legitimacy perceptions, and leader silence and health**

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**Main Abstract Content: Purpose:**

Leadership includes constructively dealing with difficult situations. Our research draws on the assumption that leaders' ability to deal with such situations depends on their self-evaluation as a leader. More specifically, we propose that an experienced discrepancy between leaders' self-evaluation and societal expectations regarding the leader role affect their tendency to engage in silence behavior which may eventually impair their health. We furthermore propose that this process is mediated by the leader's experienced self-legitimacy and uncertainty.

**Methodology**

We examined parts of the proposed effects in a scenario-based experiment and the complete proposed serial mediation effect with a field study using applied measures.

**Results**

The experiment shows that leaders who perceive a discrepancy between their leadership behavior and societal expectations assess their behavior as less legitimate which, in turn, elicits anxious-uncertainty. In the field study, we replicate these findings and extend this sequence to proof its practical implications (i.e., a higher tendency to engage in quiescent silence and higher scores in emotional exhaustion).

**Limitations**

The field studies should be replicated with a longitudinal design.

**Practical Implications**

We show specific consequences of leader self-evaluations on an antecedent of leadership effectiveness and leader health which may function as starting point for intervention strategies.

**Value**

We increase theoretical and empirical insight into the psychological processes and behavioral consequences of leaders who perceive themselves as failing on the social convictions of leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership and followership*

Sa-SYM-1369-5

**The process of abusive supervision: Leaders, their leaders, and followers**

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<sup>1</sup>Durham University Business School, Durham, United Kingdom

**Main Abstract Content:** State of the Art: This symposium includes four presentations around the topic of abusive supervision. We are specifically interested in the process of abusive supervision, that is, how abusive supervision is shaped. So far, most research into abusive supervision focuses on its outcomes rather than a more holistic view. Here, we are investigating how behaviour of the leader (as well as his / her leader's behaviour) interacts with follower personality in the perception of abusive supervision.

**New Perspectives/Contributions:** Followers are part of the process that is abusive supervision but little is known as to how they contribute to the existence of abusive supervision. The perspective of followers is important when considering follower-related outcomes but this has not been acknowledged sufficiently in previous research. While it is clear that abusive supervision exists and has detrimental consequences for followers, the question is why some followers perceive abusive supervision stronger than others. Abusive supervision is, in our view, a combination of leaders, their leaders, and followers.

**Research/Practical Implications:** Knowing more about abusive supervision as a process can help understand the phenomenon better. This is important when considering interventions but also for future research when outcomes are considered as they might be more individually different than currently acknowledged. In addition, looking into the process of abusive supervision and acknowledging the different actors in this process will allow targeted interventions that are more likely to really improve the leadership in an organisation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Leadership and safety***

Th-SYM-2464-5

**Transactional leadership and safety performance in Special Forces. The case of paratrooper divisions.**

M. Martínez-Córcoles <sup>1</sup>, K. Stephanou <sup>1,\*</sup>

<sup>1</sup>Department of Industrial Psychology, Tallinn University of Technology, Tallinn, Estonia

**Main Abstract Content: Purpose**

The aim of the present research project was to assess the impact of transactional leadership in paratroopers's safety performance. Safety climate was hypothesized to be a mediator on the relationship between transactional leadership and safety performance, concretely safety compliance (Hypothesis 1), safety participation (Hypothesis 2) and risky behaviours (Hypothesis 3)

**Methodology**

The sample was composed of 161 parachutists of the Hellenic Armed Forces. With the purpose of providing our hypotheses with empirical support and test the proposed model, a structural equation analysis based on Lisrel 8.8 was performed.

**Results**

The three hypotheses were confirmed, and the proposed model was empirically supported ( $\chi^2 = 2,18$ ,  $df = 2$ ,  $p < .01$ ; RMSEA = .028; CFI = .999; NNFI = .996, AGFI = .937). When commanders act as transactional leaders, they establish a strong safety climate, which increases subordinates' safety compliance (Hypothesis 1) and safety participation behaviours, which was also directly and positively influenced by transactional leadership (Hypothesis 2). Furthermore, the existence of transactional guidance diminished the appearance of risky behaviours, by means of safety climate as well (Hypothesis 3).

**Limitations**

The cross-sectional design does not allow conclusions about causality.

**Research/Practical implications**

If causes of safety performance are empirically determined, safety performance improvements can be implemented.

**Originality**

Transactional leadership has received fairly little attention despite having the potential to influence performance in High Reliability Organizations such as Military Special Forces. This research sheds empirical light to the role of transactional leadership in these settings.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Leadership and safety***

Th-SYM-2464-1

**Safety performance in high reliability organizations (I): The role of leadership.**

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<sup>1</sup>Department of Industrial Psychology, Tallinn University of Technology, Tallinn, Estonia, <sup>2</sup>Faculty of Welfare and Health Sciences, Department of Human Services, University of Haifa, Haifa, Israel

**Main Abstract Content: State of the Art:** Leadership has been demonstrated to be one of the most relevant factors influencing safety performance in high risk industries. Although this link is quite clear, many broader questions remain still unanswered. For instance, it is unclear how the collaboration between companies and government affects the overall performance of facilities, what leadership style is suitable under high standardization versus highly volatile environments, or how certain leadership style influences performance factors over time. Our symposium will be focused on closing these gaps.

**New Perspectives/Contributions:** Schöbel (abstract 1) will contribute to enhance our knowledge about the risk of stimulating endgame behavior and reducing safety levels at German nuclear power plants during phase out. Karanikas (abstract 2) will contribute presenting a tool which includes important communication variables in order to enhance safety performance in aviation. Martínez-Córcoles (abstract 3) will contribute to our knowledge with a longitudinal design studying empowering leadership as predictor of job satisfaction, one of the well-known antecedents of safety performance. Stephanou (abstract 4) will present an empirical study about how transactional leadership fosters safety performance in Greek Special Forces. Finally, Guediri (abstract 5) will shed light on the importance of the leadership moderation.

**Research/Practical Implications:** Our symposium collects new empirical insights answering unexplored research questions about leadership and safety performance, as well as its link. It also encompasses new methodologies (game theory, LGCM) in their study, as well as intervention practices to increase safety performance in high risk industries.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Leadership and safety***

Th-SYM-2464-4

**Potential effects of empowering leadership over time: A longitudinal study in nuclear power plants.**

M. Martínez-Córcoles <sup>1,\*</sup>, I. Tomás <sup>2</sup>, F. Gracia <sup>2</sup>

<sup>1</sup>Department of Industrial Psychology, Tallinn University of Technology, Tallinn, Estonia, <sup>2</sup>IDOCAL, University of Valencia, Valencia, Spain

**Main Abstract Content: Purpose**

Empirical research has found that job satisfaction is positively related to safety performance and negatively to accidents and injuries. However, job satisfaction and its correlates have been hardly studied in High Reliability Industries. The aim of this research was to assess the longitudinal effects of empowering leadership (EL) in teams' job satisfaction. Concretely, we expect EL to show a positive relationship with initial levels of job satisfaction (H1) and that change in EL will positively predict the change in job satisfaction (H2).

**Methodology**

Hypotheses were tested in a sample of 54 teams from two Spanish nuclear facilities, evaluated by means of questionnaires in three different waves (2008, 2011 and 2014). Latent Growth Curve Analyses were performed with SPSS 20.0.

**Results**

The results showed a positive and statistically significant average slope for teams' job satisfaction over time ( $g_{10} = .13$ ,  $p < .01$ ), with no significant variability in the rate of change across teams (slope:  $-.03$ ,  $p > .05$ ). For EL, the average slope over time was also positive and statistically significant ( $g_{10} = .15$ ,  $p < .01$ ), with no significant variability in the rate of change across teams (slope:  $.01$ ,  $p > .05$ ). There was a positive significant relationship between empowering leadership and initial levels of teams' satisfaction ( $g_{01} = .55$ ,  $p < .01$ ), supporting H1; and changes in empowering leadership predicted significantly and positively changes in teams' satisfaction ( $b = .56$ ,  $p < .01$ ), supporting H2.

**Research/Practical implications**

Empowering leadership is revealed as a predictor of job satisfaction in HRO's over time. The stronger empowering leadership style, the higher the teams' satisfaction levels.

**Originality**

As far as we know, no study has used the LGCM methodology in order to study leadership styles in HRO's.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Occupational and organizational safety***

### ***Leadership and safety***

Th-SYM-2464-6

#### **Is more always better? Safety Leadership from a person-centric approach**

S. Guediri <sup>1,\*</sup>, S. Clarke <sup>1</sup>, E. O'Connor <sup>1</sup>

<sup>1</sup>Alliance Manchester Business School, University of Manchester, Manchester, United Kingdom

#### **Main Abstract Content: Purpose**

Current leadership thinking tends to focus on prescribing one, ideal leadership style. Person-centric approaches recognise that leadership styles are used in conjunction, and uncover profiles of how managers systematically combine leadership styles. We assess the relationship between leadership profiles (i.e., different combinations of high/low/moderate levels of transformational (TFL), transactional (TAL) and passive leadership (PAL)) with safety incident rates (study 1) and safety performance (study 2).

#### **Design/Methodology**

Study 1: Managers (N = 390 managers) rated their leadership and reported safety incidents rates. Study 2: Subordinates rated their manager's leadership. Managers rated team members' safety performance (N = 160 subordinates, 21 leaders).

#### **Results**

Four leader profiles emerged from Latent Profile Analysis: a) *stable-moderate leaders* (moderate TFL, TAL; low PAL), b) *active leaders* (high TFL, TAL; low PAL), c) *passive-avoidant leaders* (low TFL, TAL; high PAL), and d) *inconsistent leaders* (moderate TFL, TAL; high PAL). Safety incidents were lowest in the stable-moderate profile (study 1). Safety performance was highest in the stable-moderate leader profile (study 2).

#### **Limitations**

Managers' ratings of safety incidents might be subject to inaccurate recall. The cross-sectional design does not allow conclusions about causality.

#### **Research/Practical Implications**

Safety leaders should be developed in their entire approach rather than focusing on training isolated practices. The optimal leader profile for safety was characterised through moderate TFL and TAL. Very frequently engaging in TFL and TAL may not deliver additional benefits.

#### **Originality/Value**

Considering constellations of leadership styles represents real-life management more closely, and goes beyond linear relationships between individual leadership styles with safety.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety*

*Leadership and safety*

Th-SYM-2464-3

### **Which Communication Variables Affect Aviation Safety Performance?**

N. Karanikas <sup>1,\*</sup>, H. Luiks <sup>1</sup>

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#### **Main Abstract Content: Purpose**

In the aviation sector, studies suggest that communication problems contribute into 70% to 80% of safety occurrences. Such studies do not provide further information about the types and frequencies of the corresponding communication variables. Our purpose was to develop a tool that includes such variables and can be used for post analyses of safety investigation reports.

#### **Design/Methodology**

Following a literature review we developed a tool which includes communication variables related to actors, distance, timing, flow of information, form, senses involved and media. After achieving a sufficient inter-rate reliability, the tool was used to analyse 30 investigation reports of safety events that occurred between 1997 and 2012 and in which 103 communication problems were recorded as contributing factors.

#### **Results**

The results suggest that human-machine, synchronous, verbal, and interactive or pull communication contributed most frequently into safety events. Chi-square tests showed that those frequencies have not significantly changed over time and they are not associated with the severity of the occurrences. Further statistical tests revealed various significant associations amongst the communication variables.

#### **Limitations**

More reports published by various aviation authorities have been analysed in order to claim generalization of the results. The overall results will be reported in the paper.

#### **Research/Practical Implications**

The tool can be used by any industry sector as a means to gain insights into the nature of the communicational flaws affecting safety performance and drive respective improvement initiatives.

#### **Originality/Value**

To our knowledge, no similar analysis tool has been introduced in literature or used in practice.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Leadership and safety***

Th-SYM-2464-2

**Phasing out a risky technology: A case for endgame effects in German nuclear power plants?**

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**Main Abstract Content: Purpose**

In the wake of the Fukushima Daiichi nuclear accident in March 2011, the German government decided to fully abandon nuclear energy within the next 11 years. The corresponding phase-out policy set a final date for each plant's shutdown. Game theory predicts a decline of cooperation in finite games (i.e., endgame behavior). Accordingly, we predict that the fixed shutdown dates carry the risk of stimulating endgame behavior and reducing safety levels at still running German nuclear power plants.

**Methodology**

Assumptions were tested by (1) drawing on the public record and pertinent past research (inter-organizational level), (2) scrutinizing frequencies of reportable events (plant level), and (3) manipulating the impact of different phase-out strategies on individual decision making by means of experimental studies (individual level).

**Results**

The results showed that trust and collaboration between companies and government increasingly deteriorate. The analysis of reportable events revealed evidence for endgame behavior on a plant level. The experimental studies indicated endgame behavior on the level of individual players in a finite-horizon game, relative to an infinite-horizon game that does not specify a definite end of the game.

**Practical Implications**

Based on our results, we will discuss potential designs of phase-out policies that keep the risk of endgame behavior at a minimum.

**Originality**

To the best of our knowledge, no previous research has yet examined the potential risks of endgame behavior in high-reliability industries faced with closure.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

Th-SYM-2769-2

**Leadership Development (yes, again!): From Measures to Intervention Effectiveness**

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<sup>1</sup>Université de Sherbrooke, Sherbrooke, Canada

**Main Abstract Content: State of the Art.** With the growth in work complexity (Chand & Tung, 2014), organizations are relying more than ever on their leaders, who in turn are faced with increasing work demands and work pressure (Grant, 2014). Even though considerable amounts are invested each year in activities to increase leaders' capabilities to manage effectively in a turbulent work context, few evidence-based practices are available (Baron & Baron, 2015).

**New Perspectives/Contributions.** The present symposium includes five papers, each of which provides new insights on leadership development strategies. First, Larouche and Malo present the development of a 360° instrument aimed at assessing management performance. Second, Meilleur and colleagues discuss how collaborative research methodologies can contribute to leadership development and innovation. Third, Dima and Gilbert present the results of a systematic review on factors related to the effectiveness of executive coaching. Fourth, Nelson and Malo compare the effectiveness of traditional coaching and e-coaching. Finally, Castel-Girard and colleagues discuss the development process and the validation of a competencies inventory of effective coaches.

**Research/Practical Implications.** Building on quantitative and qualitative methods and on longitudinal and quasi-experimental studies, the symposium presents an advancement in leadership development knowledge, from its measurement to the effectiveness of interventions. The five papers will guide practitioners and organizations in the development of coaching programs and collaborative research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

Th-SYM-2688-2

#### **We need a match: the impact of leader-follower (in)congruence of moral foundations on ethical leadership perception and ethical leadership development**

M. Egorov <sup>1,\*</sup>, K. Kalshoven <sup>2</sup>, A. Pircher Verdorfer <sup>1</sup>, E. Schmid <sup>1</sup> on behalf of EAWOP17-SYMPOSIUM-2688 and EAWOP17-SYMPOSIUM-2688

<sup>1</sup>Technische Universität München, München, Germany, <sup>2</sup>Amsterdam Center for Integrity and Leadership:ACIL, Amsterdam, Netherlands

#### **Main Abstract Content: State of the Art**

Traditional theories on ethical leadership strongly rely on rational deliberation approaches to ethical decision-making. Recently, behavioral ethicists have challenged this perspective and reframed ethical judgments around automatic and intuitive reactions. Consequently, alternative constructs such as Moral Intuition and Moral Foundations (MF) are discussed as potential antecedents of ethical leadership.

#### **Purpose**

In this study, we shed light on the relationship between leader MF and actual ethical leadership behaviors. Moreover, we investigate the effects of MF (in)congruence between leader and follower on ethical leadership perceptions. On this basis, implications for a new perspective on ethical leadership development are derived.

#### **Design/methodology**

Data was collected via online surveys from leaders and their followers in different organizational contexts. Results from 2 separate data sets will be presented.

#### **Results**

Data indicates that leader MF have differential relationships with specific (un)ethical leadership behaviors. Furthermore, a significant effect of leader-follower fit in terms of MF on ethical leadership perception was confirmed.

#### **Research/Practical Implications**

By investigating a new antecedent of ethical leadership, theoretical and practical implications for the field of ethical leadership and ethical leadership development are derived.

#### **Limitations**

Limitations refer to the cross-sectional design and the measurement of MF.

#### **Originality/Value**

This work refines and complements existing perspectives on processes of ethical leadership and ethical leadership development by considering the critical role of moral intuitions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership Development*

Th-SYM-2769-6

**Face to face or virtual interaction: Does it make a difference in coaching?**

K. Nelson<sup>1</sup>, M. Malo\*

<sup>1</sup>Université de Sherbrooke, Sherbrooke, Canada

**Main Abstract Content: Purpose:** Even though coaching has gained in popularity in organizations, little empirical literature supports its success (Theeboom, Beersma, & van Vianen, 2014) as well as its impact on leadership development (Grant, 2014). In addition, researchers (e.g., Jones, Woods, & William, 2015) have recently highlighted the clear need for evidence on the comparison between the effectiveness of executive coaching conducted face to face versus alternative modalities such as e-coaching. This paper will address this need.

**Design/Methodology:** A total of 240 leaders in a manufacturing company were randomly divided into three groups: (a) traditional coaching (7 hours face to face), (b) e-coaching (7 hours via the Zoom platform), and (c) control group (waiting list). A 360° measurement tool was administered before and after the end of the coaching sessions, and then three months following the end of the intervention.

**Results:** For the first measurement, 240 coachees and 1511 members of the coachee's professional entourage completed the 360° assessment (response rate of 87.94%). Two other measures will be taken during the winter. Multilevel and variance analyses will be performed.

**Limitations:** Replication of this study in various organizations and sectors would broaden the generalization of the findings.

**Research/Practical Implications:** The results should provide useful information which may help researchers and practitioners to ensure effectiveness.

**Originality:** To our knowledge, this is one of the first studies to compare the effectiveness of face to face versus e-coaching.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

Th-SYM-2688-4

**Me, myself and I in leadership development: Narcissists' implicit leadership theories and their leadership behaviour.**

E. Schmid <sup>1,\*</sup> and EAWOP17-SYMPOSIUM-2688

<sup>1</sup>Technische Universität München, München, Germany

**Main Abstract Content:** Purpose: An important factor in developing leaders is to understand implicit leadership theories, their beliefs about what constitutes effective leadership. Narcissists, with their grandiose self-views are an interesting case in this regard and the topic of narcissists in leadership positions, their behaviours and attitudes, has received much attention lately. The aim of this study is to examine the implicit leadership theories narcissists' hold, and how these translate into self and other observed leadership behaviour.

Design/Methodology: In a qualitative analysis of essays, the implicit leadership theories of 60 leaders taking part in a 15-month leadership development program were assessed prior to the program. During the program, their self-rated and other rated leadership behaviour (based on transactional, transformational and authentic leadership theories) was assessed.

Results: Results on the different beliefs about what makes an effective leader held by participants with high versus low levels of narcissism will be presented and related to self and other- ratings of leadership behaviours.

Limitations: Future research should further assess changes in narcissists' beliefs about effective leadership and how these relate to actual leadership performance.

Implications: This study empirically bridges the gap between the literature on leadership development and the literature on leader narcissism.

Originality/Value: This study is among the first that highlights the importance of narcissist's beliefs about effective leadership for targeted and effective leadership development interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

Th-SYM-2688-5

**Challenges of Developing Collective Leadership from a Critical Feminist Perspective**

R. Kark <sup>1,\*</sup>, R. Preser <sup>2</sup>, E. Schmid <sup>3</sup> on behalf of EAWOP17-SYMPOSIUM-2688 and EAWOP17-SYMPOSIUM-2688

<sup>1</sup>Bar-Ilan University, Ramat Gan, Israel, <sup>2</sup>ICI Berlin Institute for Cultural Inquiry, Berlin, <sup>3</sup>Technische Universität München, München, Germany

**Main Abstract Content: -Purpose:**

Leadership has traditionally been widely understood as an individual-level skill. Within this tradition, leadership is conceptualized as an influence process between the 'leaders' and the 'followers' or as an inner experience of the individual. Recently, leadership theories focus on collective leadership, approaching leadership as a function that is not held by the individual member, but rather one that is shared among group members. However there is limited knowledge to how such leadership develops. In the current paper we focus on the development of collective leadership, drawing on a critical feminist perspectives.

**-Design/methodology**

This is a conceptual paper, that is based on a unique case study that was organized: the 'Gender in the Field Conference' in Israel. Reflecting on the conference, that was constructed as a temporary organization, led by an ad-hoc collective which shared leadership among a large team of women (over 25), we offer a better understanding of the challenges of the development of collective leaders.

**-Results**

By linking organizational theories of collective leadership with critical feminist scholarship, we explore and uncover challenges that arise from the concept of 'collective leadership', as the leadership of the team develops.

**-Limitations**

**-Research/Practical Implications**

Practical implications and limitations of the case study and the specific context are discussed.

**-Originality/Value**

This paper is among the first to look at the development of collective leadership. The use of critical feminist theory allows us to unpack various myths and complex dynamics of diversity and exclusion in the process of the development of collective leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Leadership and management**

**Leadership Development**

Th-SYM-2688-3

**The dynamic (in)congruence between leader and follower moralization**

O. Solinger<sup>1,\*</sup>, P. Jansen<sup>2</sup> on behalf of EAWOP17-SYMPOSIUM-2688, K. Kalshoven<sup>3</sup>, E. Schmid<sup>4</sup> on behalf of EAWOP17-SYMPOSIUM-2688 and EAWOP17-SYMPOSIUM-2688

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**Main Abstract Content:** - State of the Art

The current ethical leadership literature has the focus on the role of followers in ‘moralizing’ leader behaviors by defining ethical leadership as the demonstration and promotion of behavior that is positively ‘moralized’ *by followers* – in that it is perceived or framed as morally “right”. The problem is that leaders and followers do not necessarily align in what is moralized, that is, whether they apply moral vs. amoral frames to situations.

- New Perspectives/Contributions

To better understand the dynamic interactions between leader-follower moralization, we develop a life cycle theory of ethical leadership. First, four types of situations in the leader-follower relationship with regard to ethical leadership are distinguished: moral courage, affirmed ethical leadership, moral hypocrisy, and amorality. Next, the follower-leader moralization process changes over time, therefore we apply a sequence of four dynamic shifts where leaders are expected to transition from one state to the other.

- Research/Practical Implications

This insight is especially relevant in the case of ethical leadership, since much of the problems we are currently facing as a result of a lack of ethical leadership in organizations have systemic and dynamic (rather than individual or dyadic) origins and effects.

- Originality/Value

By emphasizing framing as a key mechanism in ethical leadership, life cycle theory provides a logic that explains how micro level leadership processes and macro level processes of institutional change are intertwined.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

Th-SYM-2688-1

**Focusing on the We: Creating value(s) through leader development**

E. Schmid <sup>1,\*</sup>, K. Knipfer <sup>1</sup>, M. Egorov <sup>1</sup>, R. Kark <sup>2</sup>, J. Netzel <sup>3</sup>, O. Solinger <sup>4</sup> and EAWOP17-SYMPOSIUM-2688

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**Main Abstract Content: StateOfTheArt:** Research on leader development aims at facilitating the development of leadership capabilities and to promote the transfer of learning into effective leadership (Day & Dragoni, 2015). Peus and colleagues (2010) outlined that ethically-oriented leadership is an important part of effective leadership. This symposium aims at integrating research streams on leadership development and value-oriented approaches to leadership.

**NewPerspectives/Contributions:** In line with recent discussions, this symposium will focus on both a) the *leaders* and the values and beliefs they bring and b) *development approaches* to facilitate value-oriented approaches to leadership:

a)

Egorov and colleagues examine leaders' and followers' moral foundations and the importance of their (in)congruence in relation to ethical leadership.

Similarly, Solinger and colleagues focus on the dynamic leader-follower (in)congruence between what is framed and perceived as morally right.

Schmid will present findings on the dark side of this: narcissists in leadership positions and their implicit leadership theories.

b)

In their case study, Kark and Preser discuss the challenges of developing collective leadership from a critical feminist perspective.

Netzel and colleagues present the design and outcomes of a training to enable leaders to "see beyond their own nose" and focus on interdisciplinary perspective taking.

Knipfer and colleagues uncover the learning process through which leaders make sense of challenging leadership situations in order to derive lesson learned for the future.

**ResearchPracticalImplications:** We seek to capture different approaches to leader development in this symposium, while focusing on the common threat: Developing leaders with values. In doing so, we hope to stimulate critical and constructive debates.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

Th-SYM-2688-6

**Learning how to see beyond one's nose**

**A simulation-based training on interdisciplinary perspective taking**

J. Netzel <sup>1,\*</sup>, M. Schmidt-Huber <sup>1</sup>, D. Frey <sup>1</sup>, E. Schmid <sup>2</sup> on behalf of EAWOP17-SYMPOSIUM-2688 and EAWOP17-SYMPOSIUM-2688

<sup>1</sup>Ludwig Maximilians Universität München, <sup>2</sup>Technische Universität München, München, Germany

**Main Abstract Content: Purpose** Interdisciplinarity is essential to current work life. However, facing different work-styles provokes conflicts as they are often perceived as threats. As a rising number of conflicts come along with high costs for many organizations, we believe in perspective taking as to seek synergy by inviting to new perceptions. Thus, the overall purpose of our research is to analyze the trainability of perspective taking and its opportunities for professional cooperation in general, and interdisciplinary cooperation and leadership in particular. Based on the theoretical distinction of active and effective perspective taking by Parker, Atkins, and Axtell (2008) we develop and conducted a perspective taking training focusing on the simulation and experience of critical events and behaviors. We rely our analyses on a sample of young physicians whose interdisciplinary functioning with nurses is central to patient care and safety.

**Design/Methodology** We used two approaches to test training effectiveness: An intervention-control-group design based on self-reflective data of 46 training participants and 126 control group participants ( $n = 172$ ), and a between-subjects design using behavioral data of training participants ( $n = 38$ ).

**Results** Results proved trainability of perspective taking and its positive impact on interdisciplinary attitudes and perceptions as well as on related communication and conflict behaviors.

**Limitations** By focusing solely on one discipline future research may profit a multi-angle demonstration of intervention effects captured by self- and other-assessments.

**Research/Practical Implications** We have demonstrated that a simulation-based training can enhance the complex multidimensional competency of perspective taking.

**Originality/Value** To our best knowledge, we were the first to empirically test and confirm the advantages of differentiating between active and effective perspective taking.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

Th-SYM-2688-7

**The reflective leader: Leadership learning from developmental job challenges.**

K. Knipfer <sup>1,\*</sup>, N. Ertel <sup>1</sup>, N. Kutschenko <sup>1</sup>, E. Schmid <sup>1</sup> on behalf of EAWOP17-SYMPOSIUM-2688 and EAWOP17-SYMPOSIUM-2688

<sup>1</sup>Technische Universität München, München, Germany

**Main Abstract Content:** Purpose: Developmental challenges can promote leadership learning and leader effectiveness (DeRue, Nahrgang, Hollenbeck, & Workman, 2012). But why would some leaders learn from a challenge and others would not? While previous research focused on the significance of self-efficacy and learning orientation for learning (Courtright, Colbert, & Choi, 2014; DeRue & Wellman, 2009), we focus on the cognitive learning processes that facilitate (or diminish) learning from job challenges.

Design/Methodology: We conducted a two-study field investigation to test the hypothesis that reflection—the systematic and rational analysis of a situation (e.g., Sparr, Knipfer, & Willems, 2016)—will facilitate leadership learning and leader effectiveness.

Results: A first, cross-sectional study ( $N = 63$ ) revealed that the relationship between developmental challenge and leader effectiveness was mediated by reflection. In a second, longitudinal study ( $N = 27, 71$  challenges), multilevel modelling revealed a positive effect of developmental challenge on leadership skill development. Reflection mediated this relationship when self-efficacy and feedback-seeking were included as moderators.

Limitations: Future research should include other-ratings of leadership skill development and leader effectiveness.

Implications: This study contributes to research on leadership development and informal workplace learning. The findings imply that organizations should encourage and guide leaders' reflective learning from developmental job challenges.

Originality/Value: Our study highlights the significance of reflection as a catalyst for leader learning.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership Development*

Th-SYM-2769-4

**Development process and validation of the Coach Competency Inventory.**

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**Main Abstract Content:** An imbalance exists between the popularity of leadership coaching in organizations and the body of scientific knowledge on the outcomes associated with executive coaching as well as the factors that contribute to an effective coaching process (Gray and Goregaokar, 2010). According to these authors, this leaves organizations without clear guidelines for selecting competent coaches. Thus, my thesis project aims to identify coach competencies associated with positive outcomes through the development and validation of the Coach Competency Inventory.

First, a systematic review of the literature was conducted and 12 articles discussing competencies that are required for effective coaching were uncovered. A list of 25 competencies was identified and organized in five categories; create and follow an intervention framework, create a working alliance, foster self-awareness, guide toward action and learning, and, introspection and self-development. Items for each of the 21 competencies of the first four categories were generated. Following the item-writing step, five interviews were conducted with subject matter experts. Thereafter, 200 coaches and coachees completed the Inventory. Established measures were added to assess the tool's concurrent and predictive validity. Confirmatory factor analyses were then performed to validate the sub-scales.

A literature review of available coaching scales had revealed an absence of validated and empirically based tools for measuring the factors that influence the coaching process (Hagen and Peterson, 2014). The creation of this tool founded on scientific evidence will lend greater reliability and accuracy to the study of coaching competencies as well as enhance our ability to support coaches' development.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

Th-SYM-2769-5

**Assessing Management Performance: Towards the Development of a Multi-source Measurement Tool for an Organization**

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<sup>1</sup>Psychology, Université de Sherbrooke, Sherbrooke, Canada

**Main Abstract Content: Purpose:**

Instruments providing 360° feedback would assess management performance more reliably than self-reported instruments. (Brutus & Brassard, 2005). Although many 360° tools are on the market, having a tool customized to an organization's needs would maximize both usefulness and benefits (Tornow & Tornow, 2001). The objective of this research project is to develop a 360° instrument to assess management competencies for an organization in order to identify levers that foster management performance as part of subsequent research.

**Methodology:**

Thirteen competencies were temporarily defined by a group of experts. Based on Flanagan's critical incidents technique (1954), 24 semi-structured interviews were analyzed based on a thematic analysis by Paillé and Muchielli (2012) to reveal behavioral indicators that were then subject to ecological validation (Marshall & Rossman, 2010).

**Results:**

One 360° tool was created to measure 13 management competencies by way of 165 behavioral indicators.

**Limitations:**

The tool will need to be tested statistically in various organizations to continue to validate it.

**Research/Practical Implications:**

A reference framework to define certain competencies and a 360° competency assessment tool may be used in research and practice.

**Originality/Value:**

While the competencies are omnipresent in organizational practices, there are few tools that can measure the degree to which they are mastered. This research provides an instrument that serves to remedy the difficulties associated with measuring performance management.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

Fr-SYM-273-4

**An examination of HEXACO personality and leader emergence in teams**

Y. W. Tan <sup>1</sup>, G. Park <sup>1,\*</sup>, S. Wee <sup>1</sup>

<sup>1</sup>Psychology, Singapore Management University, Singapore, Singapore

**Main Abstract Content:** Purpose

The relation between team members' personality and leader emergence (LE) in a team project was examined using the HEXACO, which is different from the commonly used Big-5. Hence, this study focused on looking at the honesty-humility (HH) aspect of personality and its relation to LE.

Design/methodology

77 participants were grouped into 14 teams for project work in Singapore Management University. The study was conducted at two time points – when teams were just formed (T1), and when team deliverables were due (T2). For both time points, participants self-reported about their HEXACO personality. During T2, participants also peer-rated their team members' HEXACO personality and LE.

Results

While participants' self-reports of HH at T1 did not predict their peer-rated levels of LE (T2), participants' self-reports of HH at T2 had a positive correlation with their peer-rated levels of LE (T2). Participants' peer-reports of HH at T2 also had a positive relationship with their peer-rated levels of LE (T2).

Limitations

Sample size was relatively small and peer-rated LE could be examined at T1.

Research/practical implications

The findings suggest that, over time, team members' levels of HH contribute to their levels of LE. This aspect of personality has been overlooked in researchers' attempts to find out the factors affecting people's LE. This study also highlights that the relationship between personality and LE changes across time.

Originality/value

This study is the first exploratory study using the HEXACO personality dimensions to examine the relationship between personality and leader emergence across 2 time points.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

Fr-SYM-161-2

#### **Exploring the relationships between leadership training, organisational practices, and employee control**

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<sup>1</sup>Independent Practitioner, Goole, United Kingdom

#### **Main Abstract Content:        - Purpose**

The benefits of training to individuals and organisations is well documented (Aguinis & Kraiger, 2009), especially with respect to leaders. Researchers have highlighted the positive links between leadership skills and performance, as it pertains to effective functioning within 21<sup>st</sup> century organisations (Mumford et al., 2000). Effective leadership ensures good workplace practices and supports employees' health and overall well-being. This paper explores the difference in impact on organisations between employees who have and have not received leadership skills training.

#### **- Design/Methodology**

The design was cross-sectional and used management survey data ( $N=2680$ ) from the 2011 British Workplace Employment Relations Survey (WERS). The respondents completed questions on work practices, the training provided to employees, communication and perception of the organisation. Independent t-test analysis compared those who had received leadership skills training against those who had not.

#### **- Results**

Organisations with employees who received leadership skills training were more likely to have better workplace practices, improved communication, and allowed employees greater control.

#### **- Limitations**

While the data set was large, the sample focused on employees from British businesses, which could restrict its generalisability to other populations.

#### **- Research/Practical Implications**

The findings reflect the importance of providing leadership training for employees within organisations to enhance the work environment. Effective leadership training can provide a return on investment for organisations (Hernez-Broome, & Hughes, 2004), thereby supporting its continued use.

#### **- Originality/Value**

This present study highlights the impact of leadership training on organisations. Leadership skills training benefits organisations by enhancing employees' skill sets, thereby supporting best practice therein.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Leadership Development***

Fr-SYM-161-3

#### **Exploring academic leadership: Definition and development**

D. Grajfoner <sup>1,\*</sup>, C. Rojon <sup>2</sup>

<sup>1</sup>School of Life Sciences, Heriot Watt University, <sup>2</sup>Business School, University of Edinburgh, Edinburgh, United Kingdom

#### **Main Abstract Content: - Purpose**

Despite effective leadership being key to academic excellence (e.g., Rowley, 1997), leadership vacancies are frequently filled with scholars lacking necessary leadership skills (e.g., Hoppe, 2003). To help address this issue, we explored what constitutes academic leadership and how to develop it.

#### **- Design/Methodology**

We gathered in-depth, qualitative data on academic leadership (i.e., role definition and expectations; skills/competencies) and means of developing leaders' effectiveness via eleven interviews and one focus group. Participants were from different academic disciplines and had varying levels of management responsibility.

#### **- Results**

Findings indicate that academic leaders' responsibilities are split between teaching, research and administration ('leadership' and 'management'). Participants reported that expectations are often overwhelming and unclear and that they rarely receive appropriate training. Desirable academic leadership competences are honesty, strategic thinking, communication and people skills, time management, creativity and resilience. Mentoring, the use of role models and (in)formal support were suggested as effective approaches of academic leadership development.

#### **- Limitations**

Our sample was limited to UK academic leaders, therefore generalisations to leader populations in other occupational or cultural contexts may be limited.

#### **- Research/Practical Implications**

Our findings contribute to the extant evidence base on (academic) leadership conceptualisations. We further identify skills/competencies required by academic leaders, as well as approaches to foster leaders' effectiveness in practice.

#### **- Originality/Value**

Our study is amongst the first to explore the conceptualisation of academic leadership; it differs from other studies (e.g., Breakwell & Tytherleigh, 2008) by considering not only top-level academic leaders, but rather leaders with a variety of leadership experiences within academia.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

Fr-SYM-161-4

#### **Leadership development in a volunteer context: Lessons learned**

G. Johnson <sup>1,\*</sup>, D. Atewologun <sup>2</sup>, R. Driver <sup>3</sup>, E. Iyortim <sup>4</sup>

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#### **Main Abstract Content: - Purpose**

Effective leadership of volunteers is not commonly researched, yet tenuous volunteer commitment can be weakened by poor leadership. This paper presents data spanning five cohorts of a year-long volunteer leadership development programme for applied psychologists. Formal evaluations were conducted in years Y1-Y2 and Y4-Y5, which are the focus of this paper.

#### **- Design/Methodology**

Delegate numbers were 8-10 each year. Self-report ratings for each year and rater feedback for Y1 & Y5 were collected at programme start and end. Kraiger, Ford, and Salas' (1993) evaluation model focusing on cognition/knowledge, skills/behaviour, and affective/emotional development was used. We hypothesised development of delegates in all areas.

#### **- Results**

We compared pre- and post-intervention item means, with no statistical testing due to small samples. Results consistently indicated enhanced knowledge of the organisation and strategies/tools for groupwork and leading in a voluntary context; 'polished' leadership skills, increased awareness of impact on others, and more active involvement; and increased confidence, commitment, and clarity.

#### **- Limitations**

Our samples are small. Our results may not generalise to other professions, forms of volunteering, or other types of non-profit organisations.

#### **- Research/Practical Implications**

Volunteer leaders' effectiveness may vary from their paid counterparts, due to volunteers' motivations. Our programme indicates volunteers can be developed to more effectively and confidently lead other volunteers.

#### **- Originality/Value**

The development of volunteer leaders is under-researched; our programme introduces an approach into existing literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

Fr-SYM-161-6

## **Leadership and pro environmental behaviour in a collaborative community of small businesses**

J. Maskell <sup>1,\*</sup>

<sup>1</sup>Training & Development Solutions, Lancaster, United Kingdom

### **Main Abstract Content: - Purpose**

Leaders as role models can fulfil a social norming function facilitated across organisations to encourage pro-environmental behaviours.

### **- Design/Methodology**

Vision, Inspiration and Relationship Building are key in the emerging view of leadership. Using Appreciative Inquiry and Appreciative Leadership, a programme was developed to motivate individuals and small businesses to commit to pro-environmental behaviours across a range of activities – energy/resource/water use; travel; and food. The programme focused on discovering strengths and values, building on these to inspire others, and celebrating successes.

### **- Results**

The outputs included relevant Policy and Strategy statements with realistic targets for the Management Company and tenants. Other beneficial outcomes expressed were ‘greater sense of community,’ ‘more knowledge of green options and impacts,’ and ‘saved money and time.’ The resulting programme can be applied to a range of organisational contexts.

### **- Limitations**

The programme was developed for an organisation with a recognised need to evidence its green policies.

### **- Research/Practical Implications**

Case study - within an office and workspace used by individuals and small businesses there was a need for the Management Company (a cooperative which claimed green credentials) to develop its Environmental Sustainability Policy and Strategy to comply with its landlord’s requirements. The benefits would be useful as evidence for other SMEs to implement a similar programme.

### **- Originality/Value**

Building on the work of other positive psychologists (Fredrickson, 2009; Whitney, Trosten-Bloom, & Rader, 2010; Lewis, Passmore, & Cantore, 2011), this programme integrated appreciative models, leadership thinking, and social norming processes to meet an organisational need for an Environmental Sustainability Policy and Strategy.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

Fr-SYM-161-5

#### **Millennial leadership: How to maximise professional performance and stay healthy in the digital era**

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<sup>1</sup>Empsy® Cambridge Coaching Psychology Group, Cambridge, United Kingdom, <sup>2</sup>Brain in Spa, Vienna, Austria

#### **Main Abstract Content:        - Purpose**

The recent advancement of mobile technology provides real-time information to connect people virtually anywhere. The new generation of talented millennials work and perform differently from their parents with different motivations and skill sets. The key question is - How can millennials maximise their professional performance and stay healthy in the digital era? This presentation aims to provide an answer and offer a formula to help millennials become leaders in the digital era.

#### **- Design/Methodology**

A cross-sectional on-line survey is used with the Kentucky Inventory of Mindfulness Skills, Basic Psychological Needs Survey and Oxford Happiness Index to measure three key variables: Happiness, Mindfulness and Motivation, respectively. Their interrelationship and experience of having a coach/mentor are also explored together with the demographic data, including age, gender, family status, and occupation.

#### **- Results**

The respondents' happiness scores were significantly correlated to their motivation and mindfulness scores. The relationship can be quantified by a linear regression equation.

#### **- Limitations**

Our sample was limited to European countries with a small sample size (120 participants), therefore the result may not be generalised to other millennial populations from other cultures.

#### **- Research/Practical Implications**

Our findings contribute to the development leadership formula (known as NOWING®) to help millennials maximise their professional performance and stay healthy in the digital era.

#### **- Originality/Value**

Our study is the first evidence-based research that enables knowledge transfer to develop practical know-how in leadership development for millennials in the digital era.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

Fr-SYM-161-1

#### **Leadership Development in Context: Developing Leaders for a Purpose**

G. Johnson<sup>1</sup>, R. Gervais<sup>2,\*</sup>, D. Grajfoner<sup>3</sup>, C. Rojon<sup>4</sup>, D. Atewologun<sup>5</sup>, R. Driver<sup>6</sup>, E. Iyortim<sup>7</sup>, H. Law<sup>8</sup>, M. Lindinger<sup>9</sup>, J. Maskell<sup>10</sup> and BPS Division of Occupational Psychology

<sup>1</sup>Working Matters Ltd, Hove, <sup>2</sup>Independent Practitioner, Goole, <sup>3</sup>School of Life Sciences, Heriot Watt University, <sup>4</sup>Business School, University of Edinburgh, Edinburgh, <sup>5</sup>School of Business & Management, Queen Mary University, London, <sup>6</sup>Myriad Training & Consulting, Bramham, <sup>7</sup>Alliance Manchester Business School, Manchester, <sup>8</sup>Empsy® Cambridge Coaching Psychology Group, Cambridge, United Kingdom, <sup>9</sup>Brain in Spa, Vienna, Austria, <sup>10</sup>Training & Development Solutions, Lancaster, United Kingdom

#### **Main Abstract Content: - State of the Art**

Leadership has long been a popular field of study, yet much of the focus is on leadership in general, such as what makes an effective leader (e.g., nature versus nurture) and how to develop effective leaders (e.g., what experiences best develop leaders) (see Day & Dragoni, 2015, for a comprehensive review). Less commonly researched are the specific contexts in which leaders operate. For example, what constitutes effectiveness in specific professions or industries? Are different forms of leadership development appropriate for different contexts? This symposium looks at leadership development in different contexts.

#### **- New Perspectives/Contributions**

Three of our presenters explore the development of leaders in unique contexts that have been little empirically researched: academia, volunteer roles, and pro-environmental organisations. Another presenter examines millennials and their motivation, mindfulness, and performance, with the aim to develop healthy leaders for the digital era. The final presenter looks at the impact of leadership development on working practices, communication, and employee control. All of the papers present empirical research, with a minimum of survey data.

#### **- Research/Practical Implications**

Each paper's implications vary, but a central underlying theme was that leadership training plays both practical (skills and knowledge development) and symbolic (confidence-building) roles. Other common themes were the identification of competencies for leaders in specific professions and contexts, and proposed development formats and approaches.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

Fr-SYM-1189-4

**Self-determination theory-based leadership training for occupational health: A quasi-experimental study**

A. Stenling\*, S. Tafvelin<sup>1</sup>

<sup>1</sup>Psychology, Umeå University, Umeå, Sweden

**Main Abstract Content:** *Purpose:* This study examined if a self-determination theory (SDT)-based leadership training intervention focused on developing leaders ability to provide need support and fulfill employees need satisfaction could improve employee health.

*Design/Methodology:* Participants were 37 first-line managers and 523 of their employees divided into an intervention group and control group. The leadership training consisted of two two-day workshops six weeks apart and a third workshop three months later. The workshops focused on skill-based activities such as active listening, communication, and feedback and between the workshops booster activities were provided. Data on need support, need satisfaction, performance, and well-being were collected from managers and employees at baseline and two follow-up measurements. Focus-group interviews were performed with the managers in the intervention group after the leadership training.

*Results:* No meaningful changes were observed in managers self-rated need support or in the employee-rated outcome variables. The focus-group interviews showed that a lack of contextualization, individualization, and transfer tools may account for the absence of intervention effects.

*Limitations:* Beside the factors identified in the focus-group interviews, the lack of fidelity assessment and the reliance on self-report measures were limitations of this study.

*Research/Practical Implications:* These results suggest several factors to consider when implementing a leadership training intervention, such as contextualization, individualization, and transfer tools.

*Originality/Value:* This study gives a unique opportunity to examine if SDT-based leadership training is useful in occupational health interventions. It also provides an opportunity to examine for whom, when, and why the intervention worked by examining moderating and mediating variables.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

Fr-SYM-1189-5

**Are Formal Managers the Only Ones Benefitting From Leadership Training? A Shared Leadership Perspective**

S. Tafvelin\*, H. Hasson<sup>1</sup>, U. von Tiele Schwarz<sup>1</sup>

<sup>1</sup>Karolinska Institutet, Stockholm, Sweden

**Main Abstract Content: Background and Purpose**

Leadership training most often involves training of formal managers, and little is known about the potential benefits of leadership training for other members in the organisation. Using theories of shared leadership, the current study examined outcomes of transformational leadership training targeting both formal and informal managers (i.e., both vertical and shared leadership).

**Method and Results**

The training was set in a Swedish paper pulp factory and included 47 formal and 27 informal managers participating in 20 days of training over a period of 16 months. Based on longitudinal employee survey data ( $N=211$ ), our analyses revealed that both formal and informal managers significantly improved their transformational leadership behaviours. Interestingly, the improvement in transformational leadership behaviours of formal and informal managers tended to predict employee efficiency and well-being in different ways. Improvements in formal managers' transformational leadership were related to employee well-being, while informal managers' increases in transformational leadership were associated with efficiency.

**Limitations and Implications**

There was no control group that did not participate in the leadership training, therefore causal inferences cannot be made. However, our study suggests that it may be fruitful for organisations to send not only formal managers to training, but also other employees, such as those with responsibility for production.

**Originality/Value**

The study point towards the benefit of a shared leadership perspective on leadership training, and that improvements in transformational leadership may affect employees differently depending on who in the organisation that displays them.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

Fr-SYM-1189-6

**Ready or Not? Leaders readiness for change as a predictor of leadership training outcomes**

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<sup>1</sup>Department of Psychology, Umeå University, Umeå, <sup>2</sup>LIME, Karolinska Institutet, Stockholm, Sweden

**Main Abstract Content:**

In this study we explore the influence of leaders' readiness for change on outcomes of a leadership training program. A program that is part of an ongoing organizational development intervention at a paper industry.

Multilevel modeling with three measurement points was used to analyze the data. Measures of outcomes - employee perceptions of leaders' transformational and laissez-faire leadership were taken at T1 (baseline of intervention) and T3 (15 month follow-up). Measures of leaders' perception of their readiness for change at T2 (7 months after baseline, corresponding to start-up phase of leadership training).

Preliminary results of our study shows that leaders' readiness for change (T2) is negatively related to employees' perceptions of leaders' laissez-faire leadership (T3) when controlled for baseline (T1). The relationship between leaders' readiness for change (T2) and employee perceptions of leaders' transformational leadership (T3) were non-significant when controlled for baseline levels (T1). The results of our study suggests that leaders' readiness for change during the implementation of the leadership training program primarily influences the extent to which they perform laissez-faire leadership behaviors. Low readiness for change corresponds to high levels of laissez-faire leadership, and high levels of readiness for change with low levels of laissez-faire leadership. The results implicate that for leaders with low readiness for change, leadership training could have adverse effects than was planned.

This study is the first to explore the influence of readiness for change on the intended outcomes of a leadership training program using a multilevel design with three measure-points.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Leadership Development***

Fr-SYM-1189-1

**New developments in leadership training-when, why, and for whom is leadership training effective?**

A. Richter\*, S. Tafvelin

**Main Abstract Content:**

**State of the art**

Research suggests that leadership training has a positive impact on leadership behavior and performance (e.g., Barling et al., 1996; Hardy et al., 2010) across a wide range of theories, outcomes, leadership levels, and organization types. However, the range of effects has been found to be inconsistent and large variability in effect size has been found. This calls for more research on factors that might explain when and why leadership training is effective (Avolio et al., 2009). Hence, the purpose of the current symposium is to present new and innovative approaches to leadership training that may shed light on this issue.

**New perspectives/ contributions**

The four presentations in this symposium contribute to the leadership literature by incorporating a shared leadership perspective by including both formal and informal leaders in the training, by examining the usability of phone- or online-based leadership trainings, exploring new theoretical foundations for leadership training by using self-determination theory as well as identifying factors that hinder transfer of leadership training (i.e., the application of new knowledge and skills back at work).

**Research/practical implications**

The symposium enhances our understanding of how to approach leadership training in different ways, which will deepen our understanding concerning when, why, and for whom leadership training is effective. Three important lessons can be learned; 1) whom shall organizations send to leadership trainings, 2) how shall these trainings be delivered and 3) how can the maximization of the use of new knowledge and skills be achieved when leaders return to work.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

Fr-SYM-1189-2

**Leading the Leaders: Training effective leadership behaviours**

N. Hartling<sup>1</sup>, A. Day<sup>2,\*</sup>

<sup>1</sup>Psychology, <sup>2</sup>CN Centre for Occupational Health & Safety, Saint Mary's University, Halifax, Canada

**Main Abstract Content: EAWOP17-SYMPOSIUM-1189**

**Purpose.** A significant body of research has documented that transformational leadership skills can be trained (e.g., Antonakis et al., 2011; Barling et al., 1996). Developing effective leaders is critical, but it is often expensive and time-consuming, and may be viewed as less flexible, and are often inaccessible to leaders in small and mid-sized organizations, those who frequently travel, or work in more remote areas. Therefore, we evaluated a 10-week phone- and web-based transformational leadership development program (LEAD program) in terms of its ability to impact reactions to training, knowledge, and behaviours.

**Methodology.** Leaders were assigned to either the LEAD training group or wait-list control group. Participants received feedback from subordinates, and they completed surveys at 3 times.

A 2 (intervention & wait-list control group) x 3 (time) repeated measures MANOVA was used to examine the effectiveness of the LEAD program.

**Results.** Although the expected pattern of results was found for leader efficacy and transformational behaviours, efficacy was significant only at time 2.

**Limitations.** Low response rates at time 3 reduced power to detect changes. Some of the leaders' initial self-reports may not have been in line with subordinates' perceptions, thus creating a reduction in their longer term self-reported behaviours.

**Research/ Practical Implications.** This research has important implications for organizations wanting to implement coaching-based training for leaders.

**Originality/ Value.** This intervention study is important in that it adds to our current understanding of components of leadership coaching programs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

Fr-SYM-1189-3

#### **eCoach for health-oriented leadership and team development**

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<sup>1</sup>University of Zurich, POH EBPI, Zurich, Switzerland

#### **Main Abstract Content:**

##### **Purpose**

The recent years have seen a rise of digital intervention methods. Intervention researchers have been applying apps, websites, or wearable devices to influence individual health behaviour. This project develops a web application (eCoach) to empower leaders for health-oriented team development, that is, to optimize working conditions and team climate.

##### **Design/Methodology**

The eCoach is based on evidence from both individual capacity building and organisational change, combined with specific knowledge from worksite health promotion. It is developed by an interdisciplinary team of psychologists and IT-experts. Together with coaching practitioners and leaders from different branches of business, the eCoach is built and tested in the field.

##### **Results**

The eCoach guides leaders through several modules, by means of a virtual dialogue. It is a generic tool that empowers diverse leaders to engage in health-oriented team development. Further, it implements machine-learning principles: Based on feedbacks and change in working conditions over time, the underlying coaching rules are adapted.

##### **Limitations**

First usability tests show that leaders engage in the virtual dialogue and perceive its usefulness. Further systematic tests will be conducted in the field, involving the leaders' teams. Process and outcome evaluation research will be needed to validate these findings.

##### **Research/Practical Implications**

The eCoach enables researchers to conduct clustered RCTs on health-oriented capacity building and change. It has high dissemination potential at low intervention costs.

##### **Originality/Value**

This is a highly interdisciplinary project to develop a health-oriented intervention aiming at both individuals and the organisation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Leadership and management**

### **Leadership Development**

Fr-SYM-2214-3

#### **Developments in engaging leadership: Workplace motivation, dynamic team leadership and teamwork that improves effectiveness, quality and innovation**

D. Smith <sup>1,\*</sup>, M. A. Machin <sup>1</sup>, W. Schaufeli <sup>2,3</sup>, J. Alban-Metcalfe <sup>4</sup>, B. Alimo-Metcalfe <sup>5</sup>

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#### **Main Abstract Content: State of the Art**

Over the past decade of increasingly-rapid change, engaging leadership has emerged out of the need for organisations to be less hierarchical, management more agile, and employees more intrinsically motivated. Currently, evidenced-based research is strengthening theoretical bases of engaging leadership.

#### **New Perspectives/Contributions**

In this forum, a newly established international collaboration of scientist-partitioners bring insight to new developments:

Two constructs of engaging leadership and six dimensions of employee work motivation are related in a multilevel longitudinal workplace study. This study tested the Engaging Transformational Leadership Questionnaire (Alban-Metcalfe & Alimo-Metcalfe, 2000), and Engaging Leadership Scale (Schaufeli, personal correspondence, 2016), outside their countries of origin, and found them complimentary, independently viable, and international valid predictors of a similar unique pattern of highly-intrinsic motivation. Team leadership and team working, and their impact on engagement, are related to wellbeing and innovation. Four significant and reliable aspects of team dynamics, and specific leader selection criteria were found that grow team productivity, and relate to teamwork and engaging leadership

#### **Research/Practical Implications**

*Self-determined leadership* works in collaboration with *work motivation* - leaders motivate using self-determined EL behaviours, whereas, employees work using self-determined motivational patterns nurtured by the leader.

Increased validity of team leadership and team working model improved on the commonly used IPO model and supports IMOI (Ilgen et al., 2005). Practitioners can now confidently apply specific engaging transformational leadership dynamics, through team working, to grow team effectiveness, quality and innovation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Management of emotions at work***

Th-SYM-1893-3

**20 years of research on emotional contagion in service encounters: where did we come from, and where can we go?**

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**Main Abstract Content: 20 years of research on emotional contagion in service encounters: where did we come from, and where can we go?**

State of the art.

The last 20 years have witnessed an increased interest from OB researchers on emotional contagion. From service encounters to health contexts, the phenomenon was consistently found to occur and to significantly predict different outcomes, from job satisfaction to performance. The gradual decrease of studies including this phenomenon triggered us to conduct a comprehensive review that links different research lines and identifies simultaneously important gaps and opportunities for future research.

New Perspectives/Contributions.

Following the recent advances in complexity science, multi-level modeling, virtual reality designs, among others, we propose that studying emotional contagion from a uni-directional, self-reported standpoint is not enough to draw robust conclusions anymore. In this sense, previous studies are discussed, combined with new perspectives and potential designs to achieve the validity level that ensures quality of results.

Research/Practical Implications.

In the light of the new knowledge and methods available nowadays, it is imperative that researchers re-evaluate past research to consider new designs and even new questions.

A new research era is installed, one that takes into account the importance of time, of studying real work situations, complexity and unstable dynamics. In this sense it is safe to say that we cannot resign to established knowledge and simply abandon a topic.

Revisiting emotional contagion is opening a world of opportunities for knowledge advantage with strong practical application.

Originality/Value.

To our knowledge this is the first study that reviews emotional contagion in OB. Its value is linked to the creation of new research lines and knowledge advance.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Management of emotions at work*

Fr-SYM-684-6

**When the phone rings: The impact of emotional intelligence on an interpersonal emotion regulation task**

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**Main Abstract Content: Purpose.** Emotional intelligence (EI) contributes to performance and well-being in ‘social’ jobs. As EI is composed of self- and other-focused dimensions, it remains unclear which dimensions are responsible for links with performance and well-being. We hypothesize that particularly self-focused EI dimensions are negatively associated with employee well-being, whereas other-focused EI dimensions are positively associated with performance.

**Design/Methodology.** Dutch secretaries ( $N=110$ ) were exposed to five incoming calls. These calls captured different work-related demands involving specific emotions (anger, sadness, enthusiasm, nervousness, and elatedness). Secretaries were asked to respond professionally to the callers and to indicate their perceived stress after each response. Additionally, two independent coders rated the number of emotion regulation strategies used and the overall effectiveness of each response.

**Results.** Results showed that self-focused emotion appraisal was negatively related to secretaries’ perceived stress after all calls. Other-focused emotion-regulation was positively related to the number of emotion regulation strategies used and the effectiveness of the responses for three of the five calls.

**Limitations.** Although the tasks were developed to closely mirror the real world, the experimental set-up of the study may have diminished its ecological validity.

**Research/Practical Implications.** Results suggest that particularly self-focused EI dimensions affect the well-being domain, whereas particularly other-focused EI dimensions affect the performance domain. A distinction between self- and other-focused dimensions may be a promising avenue for future EI research and may have important implications for practice.

**Originality/Value.** This study is unique in its distinction between self- and other-focused EI dimensions and the investigation of specific emotion types.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Management of emotions at work*

Fr-SYM-684-5

**Why do people try to manage others' emotions at work?**

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**Main Abstract Content: State of the art.** There has been increasing interest from organizational researchers in interpersonal emotion regulation (IER): the process by which one person intentionally influences the feelings of another person(s). The resulting body of research has largely focused on *how* people manage others' feelings. Relatively less is known about *why* people engage in IER.

**New perspectives/contributions.** In this presentation, I propose a new theory about why people engage in IER at work. I draw on self-determination theory to identify three overarching dimensions of motivation (pertaining to the extent of autonomy, relatedness, and competence, respectively) that allow us to organize and understand motivations for IER. Combining these dimensions suggests eight distinct reasons for why people try to manage others' emotions at work (e.g., to promote one's reputation, to boost the organization's performance, to enhance one's well-being).

**Research/practical implications.** The new theory provides a more nuanced understanding of IER in organizations, providing insight into how the motives that underlie IER influence the strategies chosen to manage others' emotions as well as the effects of those strategies. The theory can be applied to domains such as customer service and leadership to make propositions about the different consequences that IER might have.

**Originality/value.** This theory suggests that taking a purely behavioral approach may provide only limited insight into IER in the workplace. By considering the motives that underlie people's use of IER, we can generate new predictions in order to better understand the use and effects of IER at work.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Emotion in the workplace*

*Management of emotions at work*

Fr-SYM-684-4

**Applying the process model of emotion regulation to interpersonal emotion regulation among a working population**

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**Main Abstract Content: Purpose.** Recently, several research focuses on whether intrinsic and extrinsic emotion regulation can be grasped as a unified model. The process model of emotion regulation is a most used framework for intrinsic emotion regulation. This study investigates effective strategies for regulating others' emotions and how job types affect its effectiveness by applying the process model.

**Design/Methodology.** One hundred and eighty human service workers and 180 non-human service workers participated in an online survey. Participants were paired up with three pen pals who already wrote introductory letters. These letters each described a recent emotional event in their lives (sad, anxious, and happy). Participants wrote a response letter to each pen pal. Two pairs of coders coded types of strategies and effectiveness at emotion regulation in the response letters.

**Results.** Human service workers' letters were evaluated more effective to regulate receivers' emotions than non human service workers' letters. Unlike intrinsic emotion regulation, response modulation was most effective for regulating others' emotions. Combining response modulation with situation modification or cognitive change was also effective.

**Limitations.** Because this study cannot assess daily behaviors, future research can investigate whether the current results can be generalized to daily situations.

**Research/Practical Implications.** This study offers a research field of interpersonal emotion regulation and human service workers novel findings suggesting effective strategies for regulating others' emotions would be different from regulating one's own emotions.

**Originality/Value.** This study uniquely contributes to building a unified model of intrinsic and extrinsic emotion regulation by first revealing commonalities and differences between them.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Management of emotions at work*

Fr-SYM-684-1

**Dealing with emotions at work: The why and how of emotion appraisal and emotion regulation**

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<sup>1</sup>Erasmus University Rotterdam, Rotterdam, Netherlands

**Main Abstract Content: State of the art.** The idea that organizational life is influenced by the prevalence of emotions is widely acknowledged. Emotional events (e.g., dealing with emotional co-workers or clients) place specific demands on employees ranging from the appraisal to the regulation of emotions. The current symposium presents a collection of papers that illustrate why and how people deal with emotions at work.

**New perspectives/Contributions.** This symposium captures various determinants that influence the way people handle emotional events. Specifically, the contributions show the relevance (why), and the different strategies that people use to appraise and regulate emotions (how). As such, individual differences, motivations, job types, and situational characteristics are addressed. Specifically, a study by Marina Fiori and Andrew Ortony investigates the idea that highly emotional intelligent people tend to overemphasise emotions and emotional information. Godelieve Hofstee and colleagues introduce a theoretical model in which they determine which situations trigger the use of emotional labour strategies. Yuki Nozaki and colleagues present a study investigating the effectiveness of several interpersonal emotion regulation strategies among different job types. Next, Karen Niven introduces a theoretical framework on the reasons why people try to manage others' emotions at work. Finally, Keri Pekaar and colleagues present a study examining how emotional intelligence effects an interpersonal emotion regulation task.

**Research/Practical Implications.** Taken together, the papers point to the notion that the ways in which emotions are handled at work are not isolated phenomena, but should be studied in tandem with individual differences and/or motivational and situational factors.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Management of emotions at work*

Fr-SYM-684-2

**Do high emotionally intelligent individuals overemphasize emotions and emotional information? Testing the hypersensitivity hypothesis**

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**Main Abstract Content: Purpose.** We test the hypothesis that Emotional Intelligence (EI) contributes to greater sensitivity to emotions and emotion information in a way that may benefit or impair social perception depending on whether emotional reactivity originated within or outside the task at hand.

**Design/Methodology.** In Study 1 ( $N=165$ ) high EI individuals amplified the importance of valenced information, providing harsher interpersonal judgments of a negatively-described individual and more favorable interpersonal judgments of a positively-described individual (the hypersensitivity hypothesis). In study 2 ( $N=84$ ) high EI individuals were more strongly affected by incidental anger when forming negative impressions of an ambiguously described target (the curse hypothesis).

**Results.** Overall, the results support the hypothesis that high EI individuals are hypersensitive to emotions and emotion information, and that this hypersensitivity can help or hinder social perception depending on where the source of emotional reaction is located (e.g., tied to the social perception or unrelated).

**Limitations.** Study 2 would have benefited from a larger sample size that would have increased the power to detect complex relationships among variables, including a moderated mediation.

**Research/Practical Implications.** We show that EI may have both positive as well as less positive consequences in social perception.

**Originality/Value.** We have provided the first empirical test of both the hypersensitivity hypothesis that individuals high in EI are particularly sensitive to affective information and emotions, and of the curse of emotions hypothesis that this can sometimes result in judgments that might not be in their best social interests (Antonakis, Ashkanasy, & Dasborough, 2009).

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Management of emotions at work*

Fr-SYM-684-3

**Not the moment to be me: Discovering the situation-dependent nature of emotional labour**

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<sup>1</sup>VU University Amsterdam, Amsterdam, <sup>2</sup>HAN University of Applied Sciences, Arnhem, Netherlands

**Main Abstract Content: State of the Art.** The worldwide growth of employment in services has been accompanied by an increased interest in emotional labour (EL). EL has primarily been approached as a job-dependent phenomenon with serious drawbacks in the long-term, such as physical and psychological implications for employees. However, new insights into the situation-dependent consequences of EL show that it also poses immediate risks for performance during service encounters. Yet, it remains unclear how EL manifests itself during these decisive moments.

**New Perspectives/Contributions.** In the current presentation, I will introduce a new three-component model of situation-related EL. This model shows that EL originates during situations in which employees experience misfits between expected emotions on the one hand, and experienced and expressed emotions on the other hand. As long as these components coincide, EL will be absent. When misfits arise, however, EL will occur and consequently will the associated side effects.

**Research/Practical Implications.** The model offers many opportunities to approach emotional labour experimentally. In particular, it is suitable to reveal the true evildoers regarding the downside of EL. This does not alter the fact that the model can also be used by managers and service employees to recognize, explain and minimize EL problems that appear during situations such as service encounters.

**Originality/Value.** The model has a simple layout and does not contain professional jargon, but nevertheless includes the usual ideas about EL. This makes the model also suitable for a broader audience than just scientists.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-544-5

#### **Money's (not) on my mind: A qualitative study of how staff and managers understand health care's Triple Aim**

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<sup>1</sup>KAROLINSKA INSTITUTET, Stockholm, Sweden

#### **Main Abstract Content: Purpose**

The “Triple Aim” – provision of a better care experience and improved population health at a lower cost – seems theoretically sound but in practice it's difficult to achieve. This study aimed to explore staff and manager's understandings and underlying mental models, which guide planning and change strategies to implement organizational interventions when facing efficiency requirements.

#### **Design/methodology**

We performed an inductive content analysis of thirty semi-structured interviews with managers and staff in a clinical department successful in achieving the Triple Aim.

#### **Results**

Participants identified themselves with the Triple Aim along classic professional divides. Four mental models that underlie these affinities suggest that while staff tended to see the Triple Aim as a dilemma between quality and cost, managers saw it as a paradox that invited improvement efforts. To create alignment between external efficiency requirements and staff understandings of the need for change, managers choose an action strategy that resonated with the professional ethos of staff.

#### **Limitations**

Contextual factors tied to the specific single case may have influenced which mental models were surfaced.

#### **Research/Practical implication**

Conflicting understandings of the quality-cost relationship exist and the mental models of change and economics can guide managers to actively involving staff in redesigning clinical care. This case illustrates how managers can be guided by mental models in order to create alignment between change efforts and the organizations overall purpose.

#### **Originality/value**

This study makes an empirical contribution to thus far conceptual papers on how mental models guide change strategies in healthcare.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Interventions***

***Managing change***

Fr-SYM-544-4

**Realizing the potential of leadership training – can support to senior management make a difference?**

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<sup>1</sup>KAROLINSKA INSTITUTET, Stockholm, Sweden

**Main Abstract Content:** Purpose: Senior management is a group that can influence intervention implementation and success. This presentation outlines the design and evaluation of an intervention aimed at senior management teams to improve the implementation and outcome of a leadership training for line managers. In this, we address the recommendation to create alignment between intervention and organizational objectives.

Methodology: The senior management intervention was part of a larger trial targeting line managers (n = 80). The leadership training was evaluated using a controlled, non-randomized design. We compared whether supporting senior managers in embedding the intervention in the organization would result in better line manager and employee outcomes compared to a training that was not embedded in the organizational context. We interviewed six senior managers after the intervention and line managers and employees answered questionnaires at baseline, after the intervention and at six months post-intervention.

Result: Preliminary analysis indicated more improvements for the leader-training program where senior managers were supported. The interviews illustrate that senior managers gained important insights about their roles, how they work as a team, their influence on the implementation process and how they best can support the line managers.

Limitations: The non-randomized design means that preintervention differences may bias the results.

Implications/value: A senior manager intervention in conjunction with a line manager intervention can improve implementation and outcome of a leadership training. It exemplifies a way to increase senior management understanding of the situation and how alignment of intervention efforts with the organization's objectives can be ensured.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-544-6

#### **eCoach for leaders and their teams for continuous health oriented team development**

G. Bauer <sup>1,\*</sup>, R. Brauchli <sup>1</sup>, G. J. Jenny <sup>1</sup>

<sup>1</sup>University of Zurich, Zurich, Switzerland

#### **Main Abstract Content: Purpose**

Numerous intervention studies identified successful overall intervention approaches and single intervention elements for improving health on a team level. To assure a better dissemination and sustainable implementation of team level interventions, we developed an eCoach for health-oriented development of leaders and their teams.

#### **Design/Methodology**

This eCoach assures the context-specific enactment of the key principles highlighted by the symposium as follows. It builds on a program theory of capacity building of team leaders and of their teams as key change agents. The eCoach offers virtual coaching of team leaders how to involve their entire team. It enables to consider the team-specific situation through a structured context analysis by the team leader regarding capacities and motivation of the team leader, the team and the larger organization. The eCoach fosters further alignment through setting team-specific goals, participatory development of tailored improvements and integration in daily routines. The continuous team development process can be horizontally linked to other teams and vertically to the top management.

#### **Results**

The eCoach will be available online in Spring 2017 and will be actively disseminated through a spin-off company of the University that has been developing it.

#### **Limitations**

Empirical data about the adoption, successful implementation by team-leaders and overall effectiveness still need to be collected and analyzed.

#### **Research/Practical Implications**

The eCoach allows for broad dissemination of knowledge accumulated in occupational health psychology and for systematic collection and analysis of context, process and outcome data.

#### **Originality/Value**

This is one of the first eCoaches developed for the team level.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-544-1

#### **The frontiers of designing, conducting and evaluating improvements in organizations – A transdisciplinary perspective**

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<sup>1</sup>Medical Management Centre, KAROLINSKA INSTITUTET, Stockholm, Sweden, <sup>2</sup>University of Sheffield, Sheffield, United Kingdom

#### **Main Abstract Content: State of the Art:**

The randomized controlled trial (RCT) has long been the gold standard for evaluating an intervention's outcomes. Yet, as the field of organizational interventions are growing, so is the awareness that this paradigm raises as many challenges as it solves (Biron, 2012; Nielsen & Randall, 2012; Pawson, 2013). In organizational interventions it is difficult to randomize individuals, and the emergence of participatory and integrated approaches along with the dynamics of organizational change change how interventions are designed, implemented and evaluated (Nielsen, in press; von Thiele Schwarz et al, 2016). Frameworks addressing this complexity have been developed but largely remain intra-disciplinary, failing to integrate lessons learned from one discipline to the other or from one setting to the other.

#### **New Perspectives/Contributions**

A group of implementation and evaluation researchers across a range of disciplines including occupational health, organizational change, implementation science, quality improvement, operational management and applied ergonomics have joined forces to develop a set of recommendations for how to plan, implement and evaluate interventions in organizational settings. The aim of this symposium is to present these recommendations and empirical studies that relate to these recommendations, and discuss the implications with the audience.

#### **Research/practical Implications**

This symposium aims to push the boundaries for how to design, implement and evaluate organizational interventions by taking a multi-disciplinary approach. Implications include a reinvention of how these processes are conducted to ensure research that is both fit for purpose and rigorous, so that knowledge can be accumulated across disciplines, settings and objectives.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Interventions***

### ***Managing change***

Fr-SYM-1549-3

#### **The impact of a Job Crafting Intervention on person job fit and work engagement: preliminary results.**

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<sup>1</sup>School of Governance, <sup>2</sup>Department of Social and Organizational Psychology, Utrecht University, Utrecht, Netherlands

**Main Abstract Content: Purpose:** Previous research shows that the relatively new concept of job crafting promises a valuable mind-set for employees to act more proactively at work. In order to enhance the positive results of job crafting, we developed and implemented a Job Crafting Intervention (JCI), which aims to improve person-job fit and work engagement.

**Design/methodology:** In order to analyze both short- and long-term effects of the JCI in a financial institution, we conducted a longitudinal web-based survey study with two follow-up measurements: 1) after four consecutive weeks in which participants (N = 136) experimented with crafting their jobs and 2) three months after the intervention.

**Results:** The preliminary results show that the participants of the JCI show an increase in all dimensions of job crafting: increasing structural resources, decreasing hindering demands, increasing social resources, increasing challenging job demands and cognitive crafting. Moreover, participants report an increase in their work engagement and person-job fit in both the short- and long term.

**Limitations:** Common method bias may have influenced the results because the used measures were self-report measures. Moreover, generalizability may be an issue because the sample comprises of employees who work within the same organization.

**Research/Practical implications:** It is worthwhile for organizations to facilitate job crafting behaviour because they appear to be important drivers for some forms of job crafting.

**Originality/value:** This study provides insight in the longitudinal impact of a JCI among lower skilled employees, which shows to strengthen person-job fit and work engagement among the participants.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-1549-4

#### **Can a managerial intervention improve employees' work situation?**

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**Main Abstract Content: Purpose.** Research on psychosocial factors at work has investigated demands, fewer studies have focused on resources. Empirical findings regarding the effects of intervention programs targeting psychosocial factors (job demands, job resources, and personal resources) among employees remain mixed. Little is known about the effects of managerial interventions on employee outcomes. This study aimed to investigate changes in employees' perceptions of these factors as an effect of an intervention program targeting their managers within a Swedish municipality

**Design/Methodology.** Questionnaire data on employees' perceptions of psychosocial job demands (workload, unnecessary tasks, unreasonable tasks), job resources (feedback, control, goal clarity), and personal resources (signaling, limit-setting strategies) were collected before and after the program (4x3 hours during a six-week period). Data from 40 employees, whose managers (N=4) participated in the program, were compared with referents (N=58).

**Results.** Results from 2(group)x2(time) ANOVAs showed that all demands increased over time while job control decreased. There were no significant group effects and only one interaction effect was significant. Unnecessary tasks increased more among referents than in the intervention group between the two time points.

**Limitations.** The few results may relate to the short follow-up time, the implementation plan needing further refinement, and issues inherent of the organization and the intervention program.

**Research/Practical Implications.** The program may contribute to organizations' work environment strategies, dialogues in the workshops contributed to turning abstract knowledge into concrete action plans.

**Originality/Value.** This study adds to the limited empirical literature regarding effects of worksite psychosocial interventions among managers for employees' demands and resources.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-544-2

#### **What do we all agree on? Trans-disciplinary recommendations for designing, conducting and evaluating improvements in organizations**

U. Von Thiele Schwarz <sup>1,\*</sup>, K. Nielsen <sup>2</sup>, H. Hasson <sup>1</sup>, K. Edwards <sup>3</sup>, P. Mazzocato <sup>1</sup>, J. Simonsen Abildgaard <sup>4</sup>, A. Richter <sup>5</sup>, C. Ipsen <sup>3</sup>, C. Lornudd <sup>6</sup>, C. Savage <sup>6</sup>, J. Reed <sup>7</sup>

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**Main Abstract Content:** Purpose: Across disciplines, new frameworks for how to design, conduct and evaluate organizational interventions are emerging. This study set out to identify the communalities in how researchers in field such as occupational health, organizational change, implementation science, quality improvement, operational management and applied ergonomics approach researching improvements in organizations.

**Design/Methodology:** An intra-disciplinary group of researchers (N = 12) met during a two-day workshop conducted in March 2016. Individual best practices were identified, mapped and collapsed into tentative recommendations that were discussed in a participatory, iterative process.

**Results:** Ten core recommendations emerged: 1. Ensure Active engagement among key stakeholders; 2. Understand the situation (starting points and objectives); 3. Align with the organizations overall purposes, objectives and constraints; 4. Draw on evidence and theory, create program theory; 5. Identify and prioritize potential solutions based on effort / impact balance; 6. Integrate with practices and processes; 7. Iteratively observe reflect and modify (on the appropriate scale) to achieve your improvement goal; 8. Evaluate process, context, outcomes and how they interact continuously; 9. Continuously develop ability to learn how to learn; 10. Synthesize learning for others (policy, practice, and research community)

**Limitations:** The recommendations were produced by a limited, self-selected group of researchers.

**Research/Practical Implications:** The recommendations provide an accessible summary for researchers and practitioners engaging in improvements in organizations.

**Originality/Value:** Researching improvements in organization means simultaneously facing the logics of organisations as well as research. These recommendations offer suggestions on how this can be managed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-544-3

#### **Conducting Participative Job Redesign in a Call Centre**

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<sup>1</sup>Sheffield University Management School, Sheffield, <sup>2</sup>Manchester Business School, Manchester, United Kingdom

#### **Main Abstract Content: Purpose**

The purpose of the intervention was to improve call centre agents' wellbeing via job redesign. This provided an opportunity to apply job design theory to a call centre context (where there is typically low discretion and high turnover) and to engage in an active participatory process of job redesign.

#### **Design/Methodology**

The study took place within a call centre within the UK Civil Service. A version of the Scenarios Planning Tool was adapted for use within a call centre (Holman et al, 2009). Four teams were involved in the redesign.

#### **Results**

The case illustrates three key principles of participative interventions: "Ensure Active Engagement" as there was participation of key stakeholders at all stages; "Understand the Situation - where we start and where we want to go", as stakeholders outline the current scenario and image a preferred/improved situation, informed by an understanding of the context; and "Draw on Evidence and Theory", as the intervention was based on job design theory.

#### **Limitations**

The intervention only included 4 teams but needs to expand more widely in the organisation to ensure longevity.

#### **Research/Practical Implications**

The active engagement of stakeholders (from senior management to agents themselves) and developing solutions based on job design principles and an understanding of the context enabled the intervention to proceed successfully. The implemented solution addressed key obstacles and stressors experienced by agents whilst maintaining effectiveness.

#### **Originality/Value**

Demonstration of successful job-redesign in a context where jobs are typically simplified and there are limitations to the extent of job design possible.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-1549-1

#### **Interventions to enhance employee and organizational sustainability in our ever-changing world**

I. Hulshof\*, P. Le Blanc<sup>1</sup>

<sup>1</sup>Eindhoven University of Technology, Eindhoven, Netherlands

#### **Main Abstract Content:** State of the Art:

In many European countries, employees are dealing with organizational changes that challenge their adaptivity. Moreover, most of them have to work harder and till a later age. Under these circumstances, it is of vital importance to explore ways to enhance employee and organizational sustainability. How can we (still) optimize organizational performance, while at the same time safeguarding employee health and well-being? In this symposium, the effects of five specific interventions to reach this aim will be presented and discussed.

#### **New Perspectives/Contributions:**

This symposium offers a varied perspective on enhancing employee and organizational sustainability through targeted interventions. We were able to include interventions that are aimed at employees at different organizational levels (employees, middle, and upper management) and in different organizational contexts. Moreover, top-down as well as bottom-up approaches are presented. Finally, two of the interventions specifically focus on dealing with organizational change (implementation) processes, which are the rule rather than the exception in current day organizations.

#### **Research/Practical Implications:**

This symposium extends theoretical as well as practical knowledge on factors that contribute to the success of interventions aimed at enhancing employee and organizational sustainability. Through this type of interventions, employees and their organizations can be facilitated in functioning in a sustainable way, now and in the future.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-1549-2

#### **A job crafting intervention during times of change**

I. Hulshof\*, E. Demerouti <sup>1</sup>, P. Le Blanc <sup>1</sup>

<sup>1</sup>Eindhoven University of Technology, Eindhoven, Netherlands

#### **Main Abstract Content: Purpose of the study:**

We conducted a quasi-experimental field study in which we developed and examined a job crafting intervention. Aims of the intervention were enhancing the providing of high quality services and preventing a decrease in empowerment and work engagement due to organizational changes.

#### **Methodology:**

74 employees of a Dutch unemployment agency received a 1-day training in which they learned about job crafting. Participants set four job crafting goals for the subsequent weeks. After six weeks they came back for a reflection session. The control group consisted of 89 employees. Repeated measures ANOVA's and T-tests were used to analyze the results. Moreover, to examine whether the effects of the intervention were noticeable for others, customer-rated performance was taken into account.

#### **Results:**

Results showed that the intervention had a buffering effect on empowerment and work engagement. We did not find an effect for the providing of high quality services. However, after one year, customers were more satisfied with employees in the intervention group compared to employees in the control group.

#### **Research/practical implications:**

Our study shows that during times of organizational change, job crafting may be a promising tool to prevent a decrease in employee work engagement and empowerment and enhance performance (as rated by others).

#### **Limitations:**

We mostly relied upon self-report measures. Moreover, the design was not completely random. Therefore, we cannot rule out that only people who wanted to change, participated.

#### **Originality/value:**

This study adds to our understanding of job crafting interventions by examining its effects during organizational change.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-1549-5

#### **The impact of a self-leadership training on vitality of healthcare professionals**

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**Main Abstract Content: Purpose:** Contemporary Dutch health care organizations increasingly encourage employees to lead themselves independently during their work. With this increased autonomy healthcare professionals are responsible for their own wellbeing and performance at work. Self-leadership strategies might help them to sustain and improve these aspects. This study aims to investigate whether healthcare professionals can improve their vitality by training self-leadership strategies.

**Methods:** We conducted a three-wave intervention study, with an experimental group (n=66) and a waitlist control group (n=77). Healthcare professionals participated voluntarily in an 8-weeks blended learning training program for self-leadership to improve vitality. Quantitative data were collected pre, post and two months after the intervention with existing scales for measuring self-leadership and vitality. A one-way between groups analysis of covariance was conducted to assess the impact of the intervention on vitality and on self-leadership skills.

**Results:** We found small significant effects of the intervention for vitality after controlling for vitality, which sustained 2 months after finishing the training. Both the intervention and control group showed significant increases for vitality, as well as for all measured self-leadership strategies. Moreover, we found for the intervention group significantly higher scores on the strategies for goalsetting and self-rewards.

**Limitations:** Both the intervention group and the control group increased vitality and self-leadership strategies. This might be caused by common method bias. Alternatively, it might be that filling in the self-leadership questionnaire has functioned as an intervention in itself.

**Originality/Value:** Healthcare professionals benefit from a training intervention aimed at enhancing self-leadership, as it enhances their vitality.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Fr-SYM-1549-6

#### **iLead- an three level organizational intervention to foster implementation in health care**

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<sup>1</sup>Karolinska Institute, Stockholm, Sweden

**Main Abstract Content: Purpose:** Implementing change is a challenge, which often fails. In particular in healthcare this can have dramatic consequences because such a failure can endanger patient safety but has also negative effects on a broader level such as for employees and organizational efficiency. Implementing e.g. new working methods is something that needs to be carried by different stakeholders in the organizations. Therefor we developed an organizational intervention that targets senior management, first line managers and employees to foster implementation success.

**Design/Methodology:** Based on the literature and the input of research experts and practitioners the iLead intervention has been developed. It is a participatory intervention where participants work on an actual change that is introduced in their organization now. Longitudinal qualitative and quantitative process and effect data is collected during 2016 to evaluate the intervention.

**Results:** Preliminary analyses show that the intervention seems to be effective on senior and first line manager level. Managers rate their knowledge and skills higher after the intervention. Further analyses will be conducted to get a more holistic picture of the effects.

**Research/Practical Implications:** This intervention provides us with important insight how we can help organizations work more efficiently and systematically with implementations. The intervention provides participants with generic skills that are important for all kinds of implementations.

**Originality/Value:** This is an intervention that creates alignment between the different stakeholders (senior management, first line managers and employees) in an organization and provides them with different tools relevant for their position to foster implementation success.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Managing diversity***

Fr-SYM-2272-5

**Pushing Female Leaders over the Edge: The Impact of Evaluators' Sexist Attitudes on Glass Cliff Emergence**

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<sup>1</sup>Middle East Technical University, Ankara, Turkey

**Main Abstract Content:** Purpose

To contribute to a better understanding of the factors that are associated with glass cliff occurrence. We aim to identify who is more likely to engage in glass cliff by examining sexist attitudes of decision-makers. We propose that individuals with high hostile (HS) and benevolent sexism (BS) are more likely to perceive women to be suitable for leadership of a poorly-performing organization and men to be suitable for leadership of a well-performing organization.

**Design/methodology**

2 (organization performance: increasing, declining) x 2 (candidate gender: male, female) between subjects design with a sample of 378 was used.

**Results**

HS and BS attitudes of individuals differentially impact how they evaluate male and female leaders under different performance conditions. During decline, HS beliefs are critical. Decision-makers with low HS think manager think male. Those with high HS, favorably evaluate the female candidate. During good performance, BS is the relevant attitude. Masculine leadership is evaluated favorably only by those who have low BS. Those with high BS perceive the female leader as a better fit.

**Limitations**

Findings are limited in sample consisting of students, use of paper people, and between subjects design.

**Originality/value**

Leader gender and perceiver's sexist attitudes are important in evaluations for leadership. Masculine leadership is seen as the norm regardless of organizational performance. Glass cliff is created by those who hold high HS to protect men. Those with high BS engage in shifting standards.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Managing diversity***

Fr-SYM-2272-4

**The Paradox of Being on the Glass Cliff: Why do Women Accept Risky Leadership Positions?**

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<sup>1</sup>Business Studies, Leiden University, Law School, Leiden, <sup>2</sup>Organisation and Personnel Management, Erasmus University, Rotterdam School of Management, Rotterdam, Netherlands

**Main Abstract Content:**

**Purpose**

While research suggests that women are more risk-averse than men, women are more likely to find themselves in risky leadership positions, as suggested by Glass Cliff research. This study examines mechanisms that could account for this contradiction.

**Design/Methodology**

In study one, risk attitudes of 120 participants were surveyed to understand age and gender differences in risk-taking. In two additional vignette studies, 119 university students (study two) and 90 working adults (study three) were presented with one of two scenarios describing either a risky or successful company. Participants were offered a leadership position in this company and asked to rate their willingness to accept the job.

**Results**

Our results confirm that age is negatively related to risk taking, and women are more risk-averse than men. We also find that, although men and women view the job in the risky company scenario as equally precarious, women are more likely to accept this leadership position. We show that this effect can be explained by women's lower self-efficacy and promotional opportunity beliefs.

**Limitations**

The small sample sizes of our studies are a limitation.

**Research/Practical Implications**

We contribute to Glass Cliff theory by investigating psychological factors that explain females' tendency to accept precarious leadership positions. By better understanding women's career decision-making processes, practitioners may enhance the probability of a successful woman-as-leader appointment.

**Originality/Value**

Our paper is among the first to offer an explanation for the apparent paradox that women are more risk-averse than men but nonetheless are more willing to accept risky leadership positions.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Managing diversity**

Fr-SYM-2272-6

**The political glass cliff: Evidence that ethnic minorities are chosen for their change potential**

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<sup>1</sup>University of Geneva, Geneva, Switzerland, <sup>2</sup>Université Sorbonne Nouvelle Paris 3, Paris, France

**Main Abstract Content: Purpose.** Archival findings show that ethnic minorities are likely to be nominated as candidates in constituencies where the likelihood to win the elections is poor for their party. The aim of this research is (1) to replicate such “glass cliff” choices in an experimental setting, and (2) to investigate the underlying social psychological mechanisms by looking at different motivations (e.g., hostility, change ambitions).

**Design.** We conducted a 2 candidate ethnicity (French vs. Algerian) between-participants experiment. French participants ( $N=72$ ) had to nominate their candidate for one of two regions: one where the candidate’s party had *won* in the past (high winability), or one where it had *lost* (low winability, thus a glass cliff situation).

**Results.** The Algerian, compared to the French, was more likely to be chosen for the low winability region, and compared to the high winability region. This, however, was only the case for left-wing voters. Mediation analysis further suggested that the Algerian was preferred in a low winability region because he was associated with a higher change potential.

**Limitations.** Future research should use a sample with higher variations in political orientation.

**Implications.** This research illustrates that a bias in candidate selection, rather than a potential lack of competence, explains why ethnic minorities have often lower electoral success.

**Originality.** To our knowledge, this is the first research to show the glass cliff for ethnic minority individuals in an experimental setting, and the first in France. It is novel as it sheds light on some potential mechanism explaining glass cliff.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Managing diversity***

Fr-SYM-2272-3

**Women as ideal leaders in times of crisis - Does organizational identification promote the glass cliff?**

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<sup>1</sup>TU Dresden, Dresden, Germany, <sup>2</sup>Rotterdam School of Management, Rotterdam, Netherlands

**Main Abstract Content:** The Glass Cliff phenomenon depicts the appointment of women to leadership positions as being more likely in times of organizational crisis. Our study focuses on one explanation for this effect: By appointing women as leaders in a crisis companies often aim to signal fundamental strategic changes to stakeholders. Of course, this is only possible if the previous leader was male. We seek to extend this approach by analyzing how organizational identification influences this process. Organizational identification has been found to promote commitment to the organization's goals, behavior that serves the group one identifies with as well as organizational citizenship behavior. Therefore, strong organizational identification should strengthen the Glass Cliff phenomenon.

**Design**

We conducted an experimental study (N = 192) in which we manipulated organizational identification as well as the company's performance and the gender of the previous leader.

**Results**

Data sampling is not completed yet (50%), however, the first findings support our general hypothesis.

**Limitations**

The study is conducted with a student sample (no students from Psychology programs). Thus, field studies are warranted to prove the generalizability of our findings.

**Implications**

This research aims to reflect actual decision making processes more closely by simulating decision makers who strongly identify with their company as organizational agents and hold the power to appoint candidates to top positions.

**Originality/Value**

The study adds to glass cliff research by combining the decision makers' and the company's perspectives and examining under which conditions the company's goals are put above typical personal beliefs favoring men as leaders.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Managing diversity***

Fr-SYM-2272-2

**Leadership in times of crisis:**

**What motivates glass cliff appointments?**

A. Ihmels<sup>1</sup>, J. Wegge<sup>1</sup>, M. Ryan<sup>2,\*</sup>

<sup>1</sup>TU Dresden, Dresden, Germany, <sup>2</sup>University of Exeter, Exeter, United Kingdom

**Main Abstract Content: State of the Art**

The Glass Cliff phenomenon refers to women being preferentially appointed to leadership positions in times of crisis. So far research has focused on establishing the robustness of this phenomenon in different contexts such as business and politics, and on the investigation of a variety of underlying mechanisms. This symposium includes five contributions that broaden our understanding of the mechanisms driving the glass cliff.

**New Perspectives/Contributions**

Acar et al. investigated the influence of sexist attitudes on leader appointments. Whereas hostile sexism affected leader appointment in poorly performing companies, benevolent sexism was more relevant in successful companies. Darouei et al. aimed to resolve the paradox that women are more risk-averse than men but nonetheless seemed more willing to accept risky leadership positions. Kulich et al. experimentally examined the preference of ethnic-minority political candidates for hopeless seats, and advance signal of change intentions as explaining mechanism.

The last two contributions present evidence for contextual variations. Ihmels et al. show experimentally that participants highly identified with the company were more likely to make decisions in accordance with the company's needs. Finally Gartzia et al. refine the think crisis–think female association by illustrating that the glass cliff only occurred in crises characterized by a lack of communal competences.

**Research/Practical Implications**

We invite symposium attendees to engage in a discourse about the integration of differing mechanisms and context variables offered by glass cliff literature as well as setting a focus for future directions.

Discussant: Michelle Ryan

**Disclosure of Interest:** None Declared

**Keywords:** None

**Organizational Change and Development**

**Managing organizational change**

Sa-SYM-883-3

**Creating the Conditions for Change: An Ontological Perspective**

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**Main Abstract Content: Purpose**

Self-report about the lived experience of readiness for change of one leader working across Sub-Saharan Africa. Leadership luminaries argue that living is a journey *within*, even though it looks like it is taking place on the outside. Change, similarly, has outer manifestations, such as change in a specific behavior; but these follow an internal change in perspective, point of view or consciousness. Transformative Learning Theory and the concept of 'resistance to change' understood by traditional, organization-based interventions reveal that many people do not understand, anticipate or contemplate change. It may be happening at the individual, team or organizational/systems level—or in a dynamic or symbiotic pattern among all three. To be ready for change calls for a willingness to overcome our internal voices that impose old and limiting patterns and that inhibit us. Resistance separates us from our highest potential—and it comes from within.

**Design/methodology**

Critical self-reflection by one leader to explore his practice in fostering change for himself and others.

**Results**

Reporting with a particular focus on personal readiness for change.

**Research/Practical implications**

Whether change is externally triggered or eagerly sought, a practical framework for doing so will be presented that aids leaders in creating the conditions for leadership self-development and in supporting the development of others.

**Originality/Value**

Value is perspective from a leader/change practitioner.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Managing organizational change***

Th-SYM-1090-2

**Change readiness and change belief: Antecedents for German and Austrian employee attitudes**

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<sup>1</sup>FernUniversität in Hagen, Hagen, <sup>2</sup>Freie Universität Berlin, Berlin, Germany

**Main Abstract Content: Purpose:** Employee's attitudes toward change are one of the main sources for failure of organizational change. For instance, if change processes are perceived as a threat by employees they may react with resistance. Empirical work so far included only a limited set of change attitudes as well as their antecedents. Thus, our aim was to comprehensively test the preconditions of change attitudes in order to identify the most important ones.

**Design/methodology:** In an online study with 529 Austrian and German employees, supervisors, and entrepreneurs, we investigated antecedents of four dimensions of change attitudes (intentional/affective readiness to change; efficacy/need change beliefs). We collected potential antecedents of change attitudes through a literature search and qualitative interviews. An expert focus group selected constructs for this study.

**Results:** Regression analyses showed the specific importance of factors for the four dimensions, for instance, autonomy (job design level), curiosity (personal resource), leader role model (work relationship), strength of the organizational identity (organizational level), and information about change (change context).

**Limitations:** Although this study has a sufficient sample size in order to serve as a first step of identifying important antecedents, at present, this study is purely cross-sectional. However, a second measurement (after six months) will be presented.

**Implications:** Important antecedents specific for the four dimensions of change attitude were identified. These antecedents are currently translated into a tool and tested for their value in predicting change attitudes.

**Originality/Value:** Antecedents from several domains were comprehensively assessed for their relationships with four dimensions of change attitudes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Th-SYM-1090-4

#### **Moving into a new office space: Disentangling the effects of change and office concept on health and well-being**

S. S. Lütke Lanfer<sup>1</sup>, N. Pauls<sup>1,\*</sup>, A. S. Göritz<sup>1</sup>

<sup>1</sup>Department of Occupational and Consumer Psychology, University of Freiburg, Freiburg, Germany

#### **Main Abstract Content: Purpose**

Over the last decade there has been a trend to implement open space offices and/or activity-based working. Digitalization, war for talents and cost-efficacy have led more and more companies to rethink their office concepts. Surprisingly, so far there has been little empirical evidence on effects of these office concepts on performance, health or job satisfaction (de Croon et al., 2005; Wohlers & Hertel, 2016). Moreover, studies that investigate office designs hardly distinguish between effects of the office concept per se and effects of change that accompany office redesign. The present study aimed at investigating the effects of office design and change on satisfaction with the office environment and on mental health.

#### **Design/Methodology**

Online questionnaire data from 840 office workers (mean age = 46 years; 55% women) of different sectors and companies were collected.

#### **Results**

Data analysis showed different patterns for office environment satisfaction and mental health. Office concept was a significant predictor for satisfaction with office environment. Satisfaction was highest for cell office and lowest for open space office (> 10 workstations). Change in office environment significantly related to mental health, which was lower for participants who had experienced change than those who had not.

#### **Limitations**

The study was cross-sectional. It would be valuable to explore the effects in longitudinal data.

#### **Research/Practical Implications**

When introducing new office concepts, possible (negative) effects of change need to be considered.

#### **Originality/Value**

This study adds to the scarce research on effects of office concepts and therein considers personal changes of the work environment.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Organizational Change and Development***

***Managing organizational change***

Sa-SYM-2226-3

**Enactment of justice during layoffs: The role of emotions**

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<sup>1</sup>Organizational Behavior & Human Resources, EBS Universität für Wirtschaft und Recht, Oestrich-Winkel, Germany

**Main Abstract Content: Purpose**

A relatively neglected perspective in the justice literature is the role of managers, as organizational agents, who sometimes are obliged by organizational authorities to implement decisions that cause injustice to employees. The purpose of this study is to examine how managers emotionally cope with the task of laying off employees when this is required by their organizations when they must witness the negative consequences and serve as the most immediate recipients of employee reactions.

**Design/Methodology**

Study 1 is a qualitative interview study of 15 managers who were charged with implementing major layoffs in their organization. Study 2, starting in November 2016, is designed as a scenario experiment with respondents with managerial responsibilities who are recruited via executive education programs and alumni networks.

**Results**

The results of Study 1 indicate that managers who terminated employee jobs suffered from ego depletion. Managers developed different self-regulation strategies in order to cope with such depletion associated with layoffs. The results of Study 2 will provide a quantitative test that extends the findings of Study 1.

**Limitations**

Study 1 is limited by the small sample and retrospective data.

**Research/Practical Implications**

An understanding of managers' emotional strain and coping strategies in the context of layoff implementation is important for organizations. The role of emotions in the enactment of organizational justice warrants further research.

**Originality/Value**

Managerial perspective is under-researched in the justice literature. The focus on emotions in the context of justice enactment complements the increasing interest in the role of emotions in the justice literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Sa-SYM-2226-2

#### **Past fairness, future fairness? Procedural justice expectations during times of change**

D. Patient <sup>1,\*</sup>, F. Sguera <sup>1</sup>, I. Cojuharenco <sup>2</sup>

<sup>1</sup>Católica Lisbon School of Business & Economics, Universidade Católica Portuguesa, Lisbon, Portugal, <sup>2</sup>D'Amore-McKim School of Business, Northeastern University, Boston, United States

#### **Main Abstract Content: Purpose**

Researchers have called for more work relating anticipatory justice to existing theories (Rodell & Colquitt, 2009). This research uses uncertainty management theory to theorize the relationship between experienced justice and anticipatory justice (and OCB intentions), and to propose a moderator of the mediated relationship: professional commitment.

#### **Design/Methodology**

Study 1 is a scenario experiment ( $N=183$ ) to test the mediational effect of anticipatory procedural justice on the relationship between experienced procedural justice and OCB intentions. Study 2 is a field study in a European organization undergoing major restructuring ( $N=315$ ) to test the above mediation as well as the moderating effect of professional commitment on the relationship between experienced and anticipatory procedural justice.

#### **Results**

In both studies, anticipatory procedural justice mediated the effect of experienced procedural justice on OCB intentions. In the field study, experienced procedural justice related to anticipatory procedural justice only for employees low (versus high) in professional commitment.

#### **Limitations**

Future research should investigate the role of other anticipatory justice facets, and investigate the model with other outcomes, including actual versus self-reported or self-predicted behaviors.

#### **Research/Practical Implications**

Major change initiatives are often mistrusted and resisted by employees. It is important for organizations to address both experienced and anticipated procedural justice, especially in the case of employees low in professional identification.

#### **Originality/Value**

Whereas previous research has shown that anticipatory justice can lead to experienced justice (e.g., Rodell & Colquitt, 2009), our findings suggest that experienced procedural justice can also lead to anticipatory justice.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Sa-SYM-2226-1

#### **New Perspectives on Organizational Change and its Consequences**

M. Richter <sup>1,\*</sup>

<sup>1</sup>Industrial & Organizational Psychology, Universität des Saarlandes, Saarbrücken, Germany

#### **Main Abstract Content: State of the Art**

Every year, thousands of employees around the world experience organizational change, often culminating in corporate downsizing. In this regard, a layoff likely constitutes a threatening experience for those who lose their jobs and those who are involved in the layoff processes. Several studies have demonstrated that justice can preserve positive employee attitudes during organizational change; however, little is known about why justice works and how exactly it can be achieved in a layoff situation. Furthermore, the question how managers and other occupational groups involved (e.g., consultants) cope with the challenge of adverse organizational change remains under-researched.

#### **New Perspectives/Contributions**

This symposium expands psychological research on managing organizational change. Patient and colleagues examine how experienced and anticipatory justice can influence employee attitudes during organizational change. Diehl explores coping strategies of managers who have to conduct layoffs through the lens of organizational justice. König and colleagues investigate actions and services of the employer that may contribute to the justice of a layoff and emphasize the importance of outplacement counseling. Finally, Richter and colleagues address challenges of outplacement consultants charged to support laid-off employees to find a new job.

#### **Research/Practical Implications**

The research presented emphasizes that justice develops and shapes employee attitudes in multiple ways and that multiple perspectives (e.g., employees, managers, consultants) should be considered when exploring the consequences of organizational change. Organizations should therefore be motivated to increase justice during times of change in order to facilitate the coping of each affected party.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Sa-SYM-2226-4

#### **How to be fair during layoffs: Exploring the effects of an authority's actions and organizational support services**

M. Richter <sup>1</sup>, C. J. König <sup>1,\*</sup>, J. Göhlich <sup>1</sup>

<sup>1</sup>Industrial & Organizational Psychology, Universität des Saarlandes, Saarbrücken, Germany

#### **Main Abstract Content: Purpose**

Although several studies have demonstrated the positive impact of fairness on employees' coping with job loss, it is still rather unclear what exactly organizations and their authorities should do to make layoffs as fair as possible. We therefore contrasted the effects of an authority's individual actions during a layoff meeting with organizational support services offered in compensation for a layoff.

#### **Design/Methodology**

We used a 2 (explanation: inadequate vs. adequate) x 2 (compensation: severance pay vs. outplacement counseling) between-subjects design to manipulate the supervisor's actions and organizational support services provided to layoff victims. Fairness perceptions and negative attitudes toward the employer were measured as dependent variables ( $N=228$ ).

#### **Results**

An adequate (vs. inadequate) explanation provided by the supervisor increased participants' perceptions of informational and procedural fairness of the layoff and also reduced intentions to complain about the employer. Furthermore, compensation that included outplacement counseling (vs. severance pay) improved levels of distributive and procedural fairness and reduced participants' anger and complaints. Effect sizes indicated superiority of the explanation factor. Relationships were particularly mediated by procedural fairness perceptions.

#### **Limitations**

This research used a scenario-design to realize the layoff situation.

#### **Research/Practical Implications**

The quality of a layoff interaction seems to be even more important than the provision of (monetary) organizational support. Organizations should therefore invest in managers' training to realize fair layoffs.

#### **Originality/Value**

The study compared both individual and organizational influences on employee reactions following a layoff and particularly identified the benefits of (long-term) outplacement counseling as compared to (short-term) severance pay.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Sa-SYM-2226-5

#### **Benefitting or suffering from organizational change? Antecedents and consequences of role stress in outplacement consultants**

M. Richter <sup>1,\*</sup>, C. J. König <sup>1</sup>, C. Herrmann <sup>1</sup>, J. Gaszka <sup>1</sup>

<sup>1</sup>Industrial & Organizational Psychology, Universität des Saarlandes, Saarbrücken, Germany

#### **Main Abstract Content: Purpose**

Losing one's job often goes along with existential fears. To prevent unemployment, employers may offer outplacement counseling—a service that includes career management and that is provided either by external (i.e., members of consulting firms hired by the downsizing company) or internal consultants (i.e., members of the downsizing company itself retrained to counsel their former colleagues). However, consultants' work is likely to be emotionally challenging because it is based on others' misery.

#### **Design/Methodology**

In a field study, external ( $n=68$ ) and internal ( $n=30$ ) outplacement consultants were compared with regard to their experiences of role stress at work. Feelings of guilt, empathy, and identification with their clients were treated as possible antecedents and job dissatisfaction and emotional exhaustion as possible consequences of role stress.

#### **Results**

Although both groups did not differ in terms of role ambiguity, internal (vs. external) consultants experienced stronger role conflict at work, and this relationship was partially mediated by feelings of guilt. Furthermore, internal (vs. external) consultants reported stronger job dissatisfaction and emotional exhaustion, and these relationships were fully mediated by role conflict. In addition, consultants' self-efficacy was identified as a significant moderator.

#### **Limitations**

This research used cross-sectional self-reported data.

#### **Research/Practical Implications**

Role conflict in outplacement consultants may impair the quality and success of their service. Findings have implications for the aptitude and qualification of consultants for a highly demanding job.

#### **Originality/Value**

Given the prevalence of downsizing, there is increasing demand for outplacement counseling. This is one of the first studies addressing the challenges of outplacement consultants.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Th-SYM-472-1

#### **Two Sides of the Same Coin? Exploring Different Causes of Change Success and Failure**

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#### **Main Abstract Content: State of the art**

Every individual experiences change in a unique way. For some it implies a source of joy or benefit, whereas for others it is a source of suffering, stress, and disadvantage. Scholars have had a tendency to describe these different reactions towards change in relation to success and unsuccessful outcomes. Yet few attempts have been made at mapping the different processes and forces that explain when change becomes a success or a failure. With this symposium we intend to extend this knowledge by offering insights into the asymmetric effects several of these forces (e.g., error management culture, self-efficacy, politics, and type of change) have on change success (i.e., contextual performance, task performance, change engagement, and positive well being) and failure (i.e., poor performance, lack of engagement and emotional exhaustion).

#### **New perspectives/contributions**

The studies in this symposium offer support to the concept of asymmetric effects of different forces in enabling change success and failure. That is, factors contributing to change failure can be very different from those connected to change success. Furthermore, two studies adopted a configurational approach (by means of cluster analysis and latent profile analysis) because it allows to identify complex relationships and interdependencies between multiple antecedents of change success and failure in the form of profiles, which supplements insights inferred from data using traditional additive linear analyses.

#### **Research/practical implications**

A more profound understanding of the asymmetric effects of antecedents of change failure and change success should guide change practitioners in implementing organizational changes more effectively.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Th-SYM-472-3

#### **The impact of error management culture on the perception of organizational change**

S. Helpap <sup>1,\*</sup>, S. Schiffmann <sup>2</sup>

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**Main Abstract Content: Purpose:** Information on organizational change provides cues to develop new mental models and is directly associated with employees' efficacy because a detailed understanding of implications is a prerequisite for action plans. During this process, companies' error management culture (EMC) is crucial. EMC includes values differentiating between errors viewed as opportunities or threats. The disruption of existing mental models introduces novelty and uncertainty, which increases the likelihood of errors. Incomplete information and increased error likelihood are more accepted and buffer the perceived self-efficacy when errors are seen as learning opportunities. Thus, we propose an impact of EMC on employees' perception of change information and their change efficacy.

**Design/ Methods:** We surveyed 127 employees experiencing an organizational change and performed regression analyses.

**Results:** Our results indicate that the relationship between information quality and employees' change efficacy is moderated by EMC, suggesting higher levels of change efficacy in a distinct EMC compared to a weak EMC.

**Limitations:** Although the likelihood of common-method variance is low, it needs to be acknowledged that the collected data is based on self-reports.

**Practical Implications:** Change managers should stimulate a positive environment for errors in their change communication to help employees to cope with new tasks and requirements. We propose measures that facilitate a positive EMC.

**Originality / Value:** This study expands the current debate by considering EMC as an crucial influencing factor on change perceptions and using a mental model approach to explain how EMC fosters or restrains employees' change efficacy.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Th-SYM-472-4

#### **Does experienced change affect task and contextual performance across time? Potential moderating effects of managers' self-efficacy**

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**Main Abstract Content: Purpose:** The situational perspective on organisational change proposes that some aspects facilitate while others hinder individual performance at work (Sonnentag & Frese, 2002). Viewed as a situational constraint/stressor, organisational change holds potential for a negative impact on performance. We investigate relations between employees' experienced change and their task and contextual performance. We hypothesise that organisational change will relate negatively to task performance (H1) and positively to contextual performance (H2), and that these relations will be moderated by their managers' self-efficacy (H3).

**Methods:** Questionnaires were administered to 12,669 employees and their 470 managers in 2014 and again in 2015. We test two conditional process second order latent difference structural equation models, one for task performance and one for contextual performance.

**Results:** Models, which have acceptable data-model fit, show a direct negative effect of experienced change on 2015 task performance ( $p < .001$ ) and a direct positive effect on 2015 contextual performance ( $p < .01$ ), but no significant main effect on 2014 to 2015 change in either. Self-efficacy negatively moderates the relation between experienced change and contextual performance ( $p < .05$ ) and change in contextual performance ( $p < .05$ ).

**Limitations:** Potential limitations lie in data stemming from self-reports, although two data sources reduce this bias.

**Implications:** Understanding how organisational change has simultaneous negative and positive impacts on employee performance and what moderates this relation (managerial self-efficacy) increases the potential for interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None



## **Organizational Change and Development**

### **Managing organizational change**

Th-SYM-472-5

#### **Exploring types of organizational change and differential effects on employee well-being and personal development**

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**Main Abstract Content: Purpose:** Few studies have differentiated between types of organizational change (OC) which might account for the mixed findings concerning OC's impact on employee well-being and personal development. Our study aimed to investigate whether employee responses to OC depend upon the type of OC. *Study 1* explored different types of OC, using quantitative and qualitative criteria: e.g. changes in staff level, organizational restructuring, production capacity growth, product and process innovation. *Study 2* investigated whether these OC types are differentially associated with active learning (*activation* axis) and emotional exhaustion (*strain* axis).

**Design:** *Study 1.* In a longitudinal survey, private sector employees (T1: N = 1010; T2: N = 656) described the OC that took place over a 6-month period. *Study 2:* The data from study 1 were supplemented with data on employee outcomes from a third measurement half a year later.

**Results:** *Study 1:* Cluster analyses identified 6 OC types mirroring our 'theoretical' classification: 'expansion', 'shrinkage', 'lean restructuring', 'thriving', 'innovative restructuring' and 'innovative expansion'. *Study 2:* ANOVAs showed striking differences between the OC types; e.g. the 'thriving' type resulted in high levels of active learning with relatively low levels of exhaustion, while the 'innovative restructuring' type showed very high exhaustion and medium active learning.

**Limitations:** Cluster analysis is inherently explorative.

**Research/practical implications:** The differential psychosocial dynamics associated with OC types should be taken into account when researching employee responses or proactively managing change.

**Originality/value:** Differentiating between OC types advances a deeper insight into the different effects on well-being and personal development.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Managing organizational change***

Th-SYM-472-6

**Change engagement: An empirical examination of the antecedents and effects**

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**Main Abstract Content: Purpose:** Although scholars have begun to make the case for employee engagement in the context of organizational change (e.g., Sonenshein & Dholakia, 2012; van den Heuvel, et al., 2012), surprisingly little empirical research has specifically examined the construct of change engagement. Drawing upon Rich, Lepine, and Crawford's (2010) measure of job engagement, we examine a new three-factor (cognitive, emotional, and physical) measure of change engagement, its antecedents, and effects.

**Design/Methodology:** We examine these relationships using a three-wave longitudinal sample of employees within a global professional services firm (N=181) undergoing large-scale change.

**Results:** Preliminary results suggest that change engagement is related to but distinct from commitment and job engagement, and that different antecedents contribute to each factor.

**Limitations:** Although the longitudinal data is a distinct strength of this study, the results are based upon one organization. Additional evidence is needed to ensure results are generalizable.

**Research/Practical Implications:** Harnessing employees' personal energies within a change effort is an important consideration in successful change implementation. These results provide insight into the factors contributing to change engagement.

**Originality/Value:** This study offers a new measure of change engagement and establishes it as a viable construct.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Managing organizational change***

Th-SYM-472-2

**Adopting a profile-based approach in exploring collective readiness to change**

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**Main Abstract Content: Purpose:** Readiness to change research has concentrated on the employee as a unit of analysis. In contrast our understanding of how collective readiness emerges is far less developed. There have been some attempts at theorizing about the processes that explain the formation of collective readiness to change, yet no studies have explored how the quality of social exchange relationships (measured by organizational politics, trust in leadership, etc.) and perceived control over change (measured by ability of management to deal with change, attitude of management toward change, involvement in change process) combine into complex profiles that predict collective readiness to change.

**Design:** Data were collected from 88 companies that had undergone a major restructuring. Latent profile analysis was used to explore how different profiles emerged from complex interactions between the quality of social exchange relationships and perceived control over change.

**Results:** Four different profiles emerged from these analyses explaining significant differences in collective readiness for change.

**Limitations:** A possible drawback of latent profile analysis is that it does not always yield profiles that can be replicated in follow-up studies.

**Practical implications:** By improving our knowledge of how collective readiness to change emerges from complex social dynamics and perceived control over change, change practitioners are better equipped to select company wide interventions that will be effective at implementing change successfully.

**Originality:** This is one of the first studies that explores how collective readiness to change is shaped responding to the call for more multilevel research on readiness to change.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Managing organizational change***

Th-SYM-1090-1

**Change across levels: Health consequences and antecedents of change support (IFPOC)**

T. E. Scheel\*, K. Otto

**Main Abstract Content: State of the art:**

Organizational changes have profound consequences on the microlevel, while change and its antecedents may occur on all levels of an organization. The studies in this IFPOC (international forum for psychology of organizational change) symposium account for different levels of change, ranging from tasks, offices and teams to organizations and civil societies.

**New perspectives/contributions:**

Three studies deal with well-being as a consequence: Using three wave data of 1.013 Dutch wage earners, Nikolova et al. identified task change level to be related to learning demands, job insecurity, exhaustion, and intentions to leave. Lütke Lanfer et al. found that those of 840 office workers who experienced change in their office environment had lower mental health than those who had not. The two wave study by Otto et al. with data from 94 teams showed that personnel changes are quite frequent and that supervisors' turnover intentions increase when newcomers join and thus team size increases. Two studies investigated antecedents: Scheel et al. found specific antecedents (e.g., autonomy, leader role model, organizational identity strength) of four dimensions of 529 employees' change attitudes (intentional and affective readiness to change, efficacy/need change belief). Born et al. found social identity to mediate the relationship between procedural elements of the change process and change-supportive behaviour in civil groups.

**Research/practical implications:**

The studies indicate that change at different levels (from tasks to organizations) has severe consequences for employees. Change support should thus be provided by leaders and organizations, for instance, in fostering a change-oriented organizational climate.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Sa-SYM-883-5

#### **Barriers and Enablers to Embedding Change in Organizations: Case Study Research on Changing Routine Clinical Practice**

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<sup>1</sup>Institute for Employment Studies, Brighton, United Kingdom

#### **Main Abstract Content: Purpose**

Findings from completed case study research within UK public health system.

Patient self-management is increasingly important since detrimental behaviors cause 60% of deaths and patients often ignore professional advice. This requires a mindset change and new way of working from clinicians trained to 'tell and teach'. A health coaching intervention targeted 800 clinicians from 43 healthcare organizations.

#### **Design/methodology**

A case study approach within five organizations sought the views of the clinicians (doctors, nurses, psychologists and other health professionals) expected to change their practice and the views of team leaders, managers and others on the change processes employed and outcomes/consequences from an organizational perspective.

#### **Results**

Results from this research will be presented and discussed.

#### **Limitations**

Further research on health outcomes, costs and patient views is needed.

#### **Research/practical implications**

A better understanding of change readiness at organizational level will help practitioners implementing behavioral and practice change in organizations at scale and pace.

#### **Originality/value**

Most health coaching studies refer to small stand-alone services rather than a mindset for daily practice. This research focuses on lessons learned from multiple organizations implementing the same initiative.

**Disclosure of Interest:** A. Carter Conflict with: Research commissioned by Health Education East of England

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Sa-SYM-883-1

#### **Strategic Change Readiness: Proposing a New Multi-Level Construct**

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**Main Abstract Content:** This multi-disciplinary symposium will discuss readiness for change as both an individual level psychological concept and a systemic concept we term ‘strategic change readiness’. We define strategic change readiness at multiple levels of analysis; in particular as an individual’s ability to embrace strategic change positively and proactively, and at team level as specific mind-sets and behaviors that promote effective engagement with strategic change processes. We propose that this new conceptualisation of engagement with organizational change often applies at individual, interpersonal, and collective levels in organizations simultaneously. Based on recent empirical research in UK by two presenters and further insights from two US expert practitioners, we suggest that this new concept can make a valuable contribution to the theory and practice of managing change effectively. A collection of four presentations is proposed, each concerning an intervention present within organizations – mindfulness, health coaching, leadership coaching and reflective practice - designed to enact change at either individual, systemic and/or multiple levels. Through this work, we aim to help scientist-practitioners implementing large scale changes in ways of working across their organizations. In particular we discuss change issues at the individual, interpersonal and organization or systemic level: by those facing the new practice; where change interfaces with extant and emerging social practices, routines and norms; and in change processes, outcomes and consequences. Presentations will be followed by an audience discussion session and then conclude with an opportunity for forging research and practitioner links to foster a continued dialogue.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Managing organizational change***

Sa-SYM-883-4

**Coaching as a Tool to Support Change and Change Readiness**

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**Main Abstract Content: Purpose**

With the increasing volume, complexity, and speed of change, individuals, teams, and organizations must implement change while simultaneously developing the capacity to change. This presentation will consider how coaching can support change and the development of change readiness.

Approaches to change may be characterized in three ways: planned, emergent, and prescriptive. A well-regarded approach from each—Transtheoretical Approach, Appreciative Inquiry, and Eight-Step Change Leadership —will be presented along with ways to apply coaching in the context of each.

**Design/Methodology**

Draws on and brings together established theories and research on change and coaching.

**Implications for Research/Practice**

It is important for practitioners to increase their understanding about coaching as a technology to support change and the development of change readiness, approaches to change and how the approach to change may influence the coaching for performance, skills, development, transformation or transition.

**Originality/Value**

Perspective of an Master Coach practitioner and behavioral scientist.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Managing organizational change***

Sa-SYM-883-2

**RCT of a mindfulness intervention to promote change readiness at multiple levels (individual and collective)**

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**Main Abstract Content: Purpose**

Findings from a field Randomised Controlled Trial (RCT) in a UK Government Department, evaluating a multi-level mindfulness intervention targeting systemic-level strategic outcomes such as collective resilience among 200 individuals across 8 teams.

**Design/methodology**

Mindfulness is conceptualised as a multi-level construct comprising individual mindfulness and collective mindfulness-based processes. A multi-level intervention was compared with a standard individual-level protocol, hypothesising that targeting strategic outcomes simultaneously through both would be more effective.

**Results**

Results will be presented and discussed.

**Implications for Research/Practice**

Rigorous mindfulness studies with active control groups in organizations are extremely rare, especially those targeting systemic-level outcomes.

**Limitations**

Follow-up studies involving additional conditions and contexts would be useful.

**Originality/value**

Mindfulness is widely hypothesised to be of strategic benefit to organizations. To our knowledge no other field interventions exist that: proactively integrate leading mindfulness schools of thought; stretch beyond individual-level outcomes into strategic-level outcomes; or target change readiness.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Research methodology**

**Measurement and psychometrics**

Fr-SYM-529-7

**Explorations in Vacancy Mining: Extracting Job information and Testing Hypotheses**

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**Main Abstract Content: Purpose.** Having secured 30 million European job vacancy texts spanning the last decade, our aim is to share some initial explorations that highlight how work and organization psychology might benefit from the automated extraction of job information from vacancies.

**Design/Methodology.** The analysis of this unstructured text, requires i) data preprocessing (i.e., removal of html tags, misspellings, and unnecessary punctuations); ii) data transformation (i.e. extracting features from text); iii) classification (i.e., sorting sentences or phrases according to the type of job information they contain), and iv) evaluation and validation (e.g., by means of subject matter experts and/or hypothesis testing).

**Results.** The results of two projects that are leveraging the aforementioned database will be presented. The first is about developing and validating a classifier that differentiates between job information types such as work activities (i.e. job descriptive sentences) and worker attributes (i.e. employee descriptive sentences). The second is about examining whether the database might be leveraged for theory based hypothesis testing. Specifically, we present evidence that startups are more likely to exhibit gender biased words than larger firms.

**Limitations:** Job vacancy texts may suffer from social desirability bias.

**Research/Practical Implications.** Job vacancy mining, may be expected to open new perspectives on jobs from the point of view of employers and job incumbents.

**Originality/Value.** The ability to automatically glean new knowledge from vacancies may revitalize research in the stagnant field of job analysis by providing a novel source of job information and enabling new ways of analyzing jobs.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Research methodology*

*Measurement and psychometrics*

Sa-SYM-2083-3

**The Knowledge, Skills, and Abilities Required for Face-to-Face Versus  
Computer-Mediated Communication: Similar or Distinct Constructs?**

J. Schulze\*, M. Schultze, S. G. West, S. Krumm

**Main Abstract Content:**

**Purpose:** There is little doubt that knowledge, skills, abilities, and other characteristics (KSAOs) are key for competent interpersonal communication in the 21<sup>st</sup> century. Competent interpersonal communication, however, does not only include interacting face-to-face (FtF), but – with the rise of digital media – also in computer-mediated (CM) forms. So far, it remains unclear in how far the same competencies are needed for FtF and CM communication.

**Design/Methodology:** FtF and CM communication KSAOs were collected in a pilot sample to develop adequate measurement models for the constructs of interest (n = 150; self- and peer reports). In a larger sample of n = 450 (again self- and peer reports), correlated-trait-correlated-method minus one models (CTCM-1) were used to examine the convergence of FtF and CM communication KSAOs. Lastly, structural equation modeling was applied to investigate the predictive validity of communication KSAOs for context-congruent (e.g., FtF KSAOs as predictors of FtF outcomes) and context-incongruent (e.g., FtF KSAOs as predictors of CM outcomes) outcomes.

**Results:** FtF and CM communication KSAOs showed only low to moderate convergence, thus speaking to the distinctiveness of the constructs. Communication KSAOs showed higher predictive validity for context-congruent as compared to context-incongruent outcomes.

**Limitations:** Real-life data in addition to self- and peer reports are needed to substantiate the findings.

**Research/Practical Implications:** The results suggest that communication KSAOs should be measured contextualized to increase predictive validity.

**Originality/Value:** No study investigated differences between communication KSAOs in a well-grounded theoretical framework and as multi-faceted as in this study.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Measurement and psychometrics**

Fr-SYM-529-1

**21st Century Skills in a Changing Nature of Work**

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**Main Abstract Content: State of the Art.** In the course of technological and organizational change, human tasks at work have shifted to become less routine and more complex - affecting human capital (HC) requirements, measurement and conceptualization. To close the concomitant gap between the type of employee required by the market and the employees who are actually being provided by higher education, the OECD (2012) and the National Research Council (2012) called for advancements to research on HC via the integration, measurement, and conceptualization of research on 21st century skills (21CS).

**New Perspectives/Contributions.** We highlight why and how work and organizational psychologists can take advantage of research on 21CS and their assessment. With a focus on assessment advances, we present vital theoretical perspectives, new frameworks for assessment on an individual, organizational, and societal level, innovative instruments, and their validation. Specifically, we (1) report how, if at all, leadership skills have changed over the past 25 years, (2) illustrate how new multilevel assessments of regional skills can highlight and address skill trends, (3) show how job complexity relates to regional economic growth, (4) introduce vacancy mining to describe 21CS-jobs, (5) validate an item-response theory-driven assessment of affective states during 21CS-processes, and (6) examine the incremental link between 21CS and occupational success.

**Research/Practical Implications.** To ignite a discussion, we propose six ways to move beyond state-of-the-art HC assessments. We provide empirical evidence suggesting that various approaches to studying 21CS can address, inform, and advise important HC challenges amidst rapid technological and organizational change.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Research methodology*

*Measurement and psychometrics*

Fr-SYM-529-5

### **Taking an Open-Systems Perspective on 21st Century Skills by Measuring Skills in Local Regions**

A. Gloss <sup>1,\*</sup>

<sup>1</sup>North Carolina State University, Raleigh, United States

**Main Abstract Content: State of the art.** The skills landscape in the 21<sup>st</sup> century is often appreciated in the organizational sciences on individual-, group-, or organizational-levels of analysis. In contrast, 21<sup>st</sup> century skills are often conceptualized and measured on national levels of analysis in the fields of labor or development economics. Helping to connect dynamics on these different levels of analysis is interdisciplinary research on the skill makeup of local regions (e.g., cities).

**New perspectives/contributions.** This presentation discusses an innovative approach to measuring 21<sup>st</sup> century skills in the workplace by appreciating skill prevalence on both an organizational and localized regional level of analysis. This method utilizes indices of human capital (e.g., the number of people employed in certain professions) and organizational/regional productivity (e.g., number of units produced) as markers of skill prevalence. We introduce methods to validate this approach and discuss important next steps for its integration into organizational psychology research and practice.

**Research/practical implications.** The theoretical importance and practical significance of skill trends for organizations (e.g., scarcity of skills) is often dependent upon appreciating dynamics in local regions. By measuring skills within organizations and localized regions, organizational psychologists can more accurately appreciate skill change from an open-systems perspective that admits to geographically proximal influences on organizations (e.g, clusters of related organizations in a city).

**Originality/value.** We synthesize recent interdisciplinary innovations and places them within the context of research in organizational psychology. Innovations in how skills are measured and conceptualized is important for organizational psychology's continued relevance to a changing world of work.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Measurement and psychometrics**

Fr-SYM-529-4

**Leader Behaviors and Outcomes: Age, Period, and Cohort Changes**

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<sup>1</sup>University of Georgia, Athens, <sup>2</sup>Center for Creative Leadership, Greensboro, North Carolina, United States

**Main Abstract Content: Purpose.** Although progress has been made in understanding changes in the nature of work, little research has attended to changes in leader behaviors over time. This study contributes to the literature by examining whether there is evidence that five manager behaviors have changed over time and whether these changes are attributable to age, period, or generation-based effects.

**Design/Methodology.** Data were collected using a leadership development program from 1992- 2015. Managers ( $N= 114,492$ ) were rated on relational leadership, task-oriented leadership, work-life balance, promotion potential, and derailment concern by their direct supervisor. These measures were derived using items that had been consistently administered on the survey between 1992-2015. Age, period, and cohort analysis was conducted using HLM 7 to determine whether leader behaviors changed over time.

**Results.** Relational, task, and work-life balance showed increases in more recent years, and these changes were associated with the time period but not generational effects. Derailment showed a decreasing trend in more recent year and again, these findings were associated with period but not generational differences.

**Limitations.** These data do not allow for inferences as to why leader behaviors changed.

**Research/practical Implications.** Changes are associated with period effects not generational effects, meaning leadership development directed at members of a specific generation are not useful.

**Originality/Value.** This is the first study to empirically show that the nature of leader behaviors has changed and that these changes are attributable to the time period in which we live but are not specific to leaders of any one generation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## Research methodology

### Measurement and psychometrics

Fr-SYM-529-2

## 21st Century Skills at Work: The Incremental Contribution of Complex Problem-Solving Skills to Occupational Choice and Success

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**Main Abstract Content: Purpose.** As workplaces become increasingly complex with technology and change, the OECD considers 21<sup>st</sup> century skills critical for occupational choice and success. This study examines whether complex problem-solving (CPS) as a set of 21st century skills is relevant for occupational choice and success, instead of being an artifact of general mental ability (GMA) and education.

**Design/Methodology.**  $N=671$  employees across jobs and educations in 21 EU-based organizations ( $M_{Age}=37.06$  years,  $SD=12.46$ ; 32.9% female) completed computerized tests of GMA and CPS and self-reports about job level, job complexity, and salary as indicators of occupational choice and success. Using latent structural equation modeling, we calculated a regression model for H1: CPS predicts job level, job complexity, and salary. Since CPS is conceptually and empirically related to GMA and education we checked its incremental contribution beyond GMA and education in H2.

**Results.** CPS (H1) predicted job level ( $\beta=.23$ ,  $SE=.13$ ,  $p=.024$ ,  $R^2=.053$ ), job complexity ( $\beta=.30$ ,  $SE=.07$ ,  $p<.001$ ,  $R^2=.09$ ), and salary ( $\beta=.34$ ,  $SE=.06$ ,  $p<.001$ ,  $R^2=.113$ ), explaining 5%–11% variance. Beyond GMA and education (H2), CPS explained 4% and 8% additional variance in job complexity and salary, but not in the job level (1%).

**Limitations.** A convenience sample and cross-sectional data restrict inferences and generalizability.

**Research/practical Implications.** Being relevant for occupational choice and success even beyond GMA and education, CPS could be a valuable complement in personnel selection.

**Originality/Value.** This study shows for a first time an incremental contribution of a 21<sup>st</sup> century skill-set to explain choice and success at work, where technology and organizational change race ahead.

**Disclosure of Interest:** J. Mainert: None Declared, C. Niepel: None Declared, K. R. Murphy: None Declared, S. Greiff Conflict with: Samuel Greiff is one of two authors of the commercially available COMPRO-test that is based on the multiple complex systems approach and that employs the same assessment principle as MicroDYN. MicroDYN was used in the current study. However, for any research and educational purpose, a free version of MicroDYN is available. Samuel Greiff receives royalty fees for COMPRO

**Keywords:** None

**Research methodology**

**Measurement and psychometrics**

Fr-SYM-529-6

**Assessing Episodic Affective States during 21st Century Skill Processes: A Confirmatory, Multidimensional Item Response Theory (IRT) Model**

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**Main Abstract Content: Purpose.** The purpose of our paper is to advance a simple, relatively non-invasive *affective checklist* capable of capturing the breadth of learner affective experiences, but to do so in a way that does not sacrifice measurement reliability.

**Design/Methodology.** We administered a comprehensive but parsimonious 17-item affective checklist before and after a short, self-directed learning experience consistent with 21<sup>st</sup> Century Learning environments.

**Results.** Results from a confirmatory, two-dimensional *item response theory* (IRT) model supports the existence of *approach* and *avoid affective learning states* covering the full breadth of learner affective experiences; both the approach and avoid affective states change within learner over short learning experiences, as indicated by a statistically significant Wald test for within-learner changes in affective states. Further, reliabilities for the approach and avoid pre- and post-learning experience were, respectively: .69, .69, .72, and .74.

**Limitations.** Given the checklist's structure, it is not possible to distinguish missing data from a negative or non-endorsing response. The learning experience was extremely short, which is perhaps not representative of actual 21<sup>st</sup> Century Learning environments.

**Research/practical Implications.** IRT models do not require researchers to decide between construct domain coverage and measurement reliability, which is a necessary tradeoff when using *classical test theory*.

**Originality/Value.** Ours is the first measurement method and model capable of capturing affective states during learning while minimizing learners' response burden to avoid interfering with the *in situ*, more episodic processes of 21<sup>st</sup> Century Skills.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Global Issues**

**Migration**

Th-SYM-327-5

**Career capital, support and barriers to refugees' labor market integration to European labor market**

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**Main Abstract Content: Purpose.** Employment is one of the most successful strategies for migrants' integration into a host country. It provides social contacts, financial security and resources necessary for everyday life. However, unemployment rates are quite high among refugee groups and those who do get employment typically work in secondary labor markets. Our current research program aims to investigate to what extent individual career capital interact with institutional support and barriers in affecting employment outcomes among refugees and asylum seekers. We focus the investigation on refugees in Greece, where high unemployment rates, instable employment relationships, and increased prevalence of undeclared work might make access to work particularly challenging.

**Design.** At the time of writing, survey data is being collected in collaboration with a local refugee care organization. Surveys are being administered in Arabic, Farsi, Tigrinya, and French, languages spoken in Syria, Eritrea, Iran, Afghanistan and Iraq, which are the most common origin countries of approved asylum seekers within EU in 2015.

**Limitations.** To increase generalizability of the findings comparative studies in diverse labor market contexts are recommended. Additionally, large scale longitudinal studies are needed to fully capture the process of labor market integration.

**Practical implications.** Based on the results, we intend to provide guidelines for evidence-based interventions tailored around career capital variables and aimed at assisting refugees in navigating their way to employment.

**Originality.** This is one of the first attempts to empirically investigate the process and outcomes of labor market integration of refugees simultaneously addressing roles of personal resources and institutional factors.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Global Issues*

*Migration*

Th-SYM-327-6

**Integrating Immigrants and Refugees in the European Workplace:  
Challenges, Threats, and Solutions**

D. Urschler\*, H. Heinrich, J. Kaltiainen, C. Helmrich, P. Fischer

**Main Abstract Content: Purpose:** Work plays a central role for individuals' identity and mental health. Therefore, it is important to develop strategies for integrating immigrants and refugees in the European workplace. The aim of our conference was threefold. First, we aimed to identify immigrants and refugees have to face before becoming and while being employed. Second, we highlighted and recognized the value of diversity in organizations. Third, we aimed to identify processes which advances effective integration in organizations.

**Design/Methodology:** To achieve our goals (i.e., promote immigrants' and refugees' integration in the European workplace) we held a one and half-day interdisciplinary (e.g., psychology, pedagogy, economics, political science, and law) conference.

**Results:** Our conference revealed barriers that immigrants and refugees have to face and showed opportunities how to overcome them. Moreover, we identified ways to implement the advantage of diversity in organizations and how those can be fostered. Finally, the conference shed light on processes which effectively advance integration in organizations.

**Limitations:** Although our conference provided deep insight into the addressed questions, we have to gain a deeper understanding of how those findings can be applied. Especially, we have to investigate how the existing knowledge can be transferred to policy makers.

**Originality/Value:** The conference was a forum for exchange of knowledge between practitioners and scholars in order to improve the integration process for immigrants and refugees in the European workplaces. Beyond the exchange of knowledge, the conference acted as a seed corn for further international and interdisciplinary research projects and co-operations between scholars and practitioners.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Global Issues***

### ***Migration***

Th-SYM-2473-1

#### **Team level cultural intelligence: Scale development and validation**

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<sup>1</sup>Institute for Management Research, Radboud University, Nijmegen, Netherlands

#### **Main Abstract Content: Purpose**

This study builds on earlier research about cross-cultural team competencies in a framework of team fusion. The purpose of this paper is to develop and validate a scale measuring Team level Cultural Intelligence.

#### **Design/methodology**

The study applies a stepwise mixed method approach for scale development, consisting of a literature review, a qualitative phase using semi-structured interviews and observations, and a quantitative phase employing an online survey. The samples consisted of 111 students and 37 employees with international experience.

#### **Results**

The final scale contains 23 items and has one first-order factor, Team cultural intelligence, and the following eight second-order factors: Fusion teamwork coexistence; Fusion teamwork meaningful participation; Creativity; Openness to diversity; Openness to diversity linguistic; Multicultural team experience; Multicultural team motivation; and Team cultural metacognition. The scale has adequate psychometric qualities.

#### **Limitations**

The scale properties need to be confirmed in larger and different samples and should also take team leadership into account.

#### **Research/ Practical implications**

The scale is a valuable tool for HRM managers to assess cultural intelligence of multicultural teams and as selection tool for expatriates in international assignments.

#### **Originality/value**

This study builds on earlier research that is further developed and validated.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Global Issues**

**Migration**

Th-SYM-327-1

**Contributions to the integration of immigrants and refugees in European workplaces**

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<sup>1</sup>Political and Social Sciences, University of Bologna, Bologna, Italy

**Main Abstract Content:**

**State of the art:** Europe is experiencing an influx of migrants and refugees unprecedented in recent decades, most of them escaping conflict zones such as Syria, Iraq, Afghanistan. It is plausible to expect that in two to three years several million refugees will have settled in Europe, seeking integration and employment. Finding a job is a gateway for immigrants and refugees to show their value and capacities to a receiving country, to rebuild their lives with dignity and ensure that they are empowered to find long-term solutions to their displacement.

**Contribution:** Psychological knowledge and interventions aimed at helping immigrants and refugees have so far mostly concentrated on trauma and general mental health treatment. There is a need to broaden such knowledge and interventions to include work-related issues. The work role is central to the identity and mental health of individuals, long known through the work of Marie Jahoda, and is also crucial in the integration process of immigrants and refugees. To mark the EAWOP 25th anniversary the Executive Committee (EC) has launched in November 2015 a special call for proposals aimed at “Contributions to the integration of immigrants and refugees in European workplaces”. Six projects concerning research and practice oriented initiatives have been funded in the context of the special call.

**Implications:** The symposium will document the results achieved by the six projects. In doing so, it will show how work and organizational psychologists may directly contribute with their work to the integration of immigrants and refugees in Europe.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Global Issues**

**Migration**

Th-SYM-327-2

**Left out or let in? Refugees' inclusion in Dutch workplaces**

L. Knappert\*, H. van Dijk<sup>1</sup>, V. Ross<sup>1</sup> and EAWOP17-SYMPOSIUM-327

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**Main Abstract Content:** Purpose: Refugees' inclusion at work is critical for the individual, for employers, and for the receiving societies. Yet, refugees are often disadvantaged in working life or are being excluded from the labour market altogether. We focus on the context of The Netherlands (with 82,494 registered refugees in 2015, UNHCR) and build on the concept of inclusion (Shore et al., 2011) as well as the multi-level framework of diversity management (Syed & Ozbilgin, 2009) when analysing facilitators and barriers of refugees' inclusion at Dutch workplaces.

Design/Methodology: Fourteen semi-structured interviews with working refugees, employers, and experts are analysed by content-analytic methods.

Results: We identify facilitators and barriers on the contextual, organizational, and individual level as well as the interplay and dynamics amongst these levels.

Limitations: This is a qualitative study with a rather small sample. We will target bigger sample sizes and quantitative approaches in the future.

Research/Practical Implications: Preliminary findings indicate future research avenues that bridge contextual, organizational, and individual levels when analysing refugees' inclusion. Further, our results illuminate implications for refugees, employers, and policy-makers in and outside of The Netherlands.

Originality/Value: We contextualize the dimension 'refugee status' within the domain of diversity management and broaden the scope of existing human resource diversity research by emphasizing individual experiences and country-specific influences. As such, this project follows the repeated calls to provide country-sensitive analysis in the field.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Global Issues**

### **Migration**

Th-SYM-327-3

#### **Social and Labor Adaptation of Syrian Refugees in Europe and Canada: A Multidisciplinary and Cross-Cultural Project**

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**Main Abstract Content: Purpose:** In 2015, about a million refugees came to Europe. It is imperative to analyze their integration into work in host societies. To broaden existing knowledge a comparative study is necessary to understand refugees' work integration in host societies. The objective is to examine and compare challenges in integration of refugees into work in three diverse countries to provide politicians and employers with recommendations for successful integration.

#### **Design/Methodology**

We examined and compared services in Spain, Germany and Canada), countries with a different approach and policy in integration. In particular we focused on services that were geared toward assisting refugees in obtaining jobs and integrating into work. We conducted interviews using an adapted catalogue of the entrepreneurs association. Additionally we initiated a survey to test the MIDA-model, completed with questions about integration into work.

#### **Results**

Qualitative analysis following Mayring showed four types of sources for challenges: difficulties within the working environment, cultural distance, bureaucratic obstacles, and other hassles (e.g. lack of mobility). Organizational resources that facilitate integration are an open culture, concrete integration programs at work and social support. The importance of language competency and personal initiative were also highlighted. Additionally first results of the service comparison and the survey will be reported.

#### **Implications**

Results suggest at society level the need for special requirement-oriented vocational trainings and at organizational level employers' sensibilization for tailored integration and social support at work.

#### **Originality/Value**

The study addresses a gap in the knowledge as it systematically compares barriers that refugees encounter in integrating into work.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Global Issues**

**Migration**

Th-SYM-327-4

**Employment Barriers of Refugees in Turkey: Identifying Potential Labor Force and Competencies**

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**Main Abstract Content:** Syrian refugee crisis is in its fifth year and according to United Nations High Commissioner for Refugees (UNHCR, 2016), the largest number of registered Syrian refugees settled in Turkey's borders. Turkey faces the challenge of refugees' integration to host communities by letting them access to labor market. However, there are hurdles in this process. This project explores barriers especially in the recruitment process that inhibit placement of refugees to appropriate positions in accordance with their before-war competencies. Currently, we investigate the perception of stakeholders on refugees' integration to work. The industries with labor shortage in Turkey is examined. These initial steps are realized to meet the objectives of project for "understanding perspectives of stakeholders towards migration/refugees" and "analyzing labor shortage in Turkey". Stakeholders are seen as employers, representatives from Ministry of Interior, UNHCR Turkey, and Association for Solidarity with Asylum Seekers and Migrants (ASAM). In order to explore sectors which have vacancies in Turkey, we investigate Eurostat statistics. Third phase focuses on identifying potential labor force, i.e., competencies of Syrian refugees in order. The key variables include length/areas of residence in Turkey, demographic characteristics, household composition, pre-migration qualifications like language, education, occupation/employment at home country. Employment conditions and terms, industry, salary, job satisfaction, and employer attitudes are explored with currently employed refugees. This study aims to contribute to refugees' integration to labor market by applying scientist-practitioner perspective of industrial/organizational psychology which will be the ground to discuss the findings of current project as well.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Global Issues***

***Migration***

Th-SYM-327-7

**Canada vs. Germany: Is Canada a model immigration nation?**

J. Zikic\*

**Main Abstract Content: Canada vs. Germany: Is Canada a model immigration nation?**

**State of the art:** Canada and Germany are both host economies currently experiencing major influx of migrants and refugees and are therefore often compared in terms of their ability to provide labour market opportunities and to attract these populations (Kolb, 2014). Yet, both economies also struggle with integration of these newcomers and this leads to multiple questions for scholars and practitioners alike (e.g., Bauder, Lenard, & Straehle, 2014)

**New Perspectives/Contributions:** Yet, each of these countries is also experiencing a unique set of challenges related to issues such as underemployment of these foreign job seekers (Zikic & Richardson, 2016). For example, “liability-of-foreignness” (Harvey, Novicevic, Buckley, & Fung, 2005) experienced by foreigners in finding a job compared to their local counterparts is just one concern (Constant, Kahanec, & Zimmermann, 2009). In order to foster discussion on potential solutions to these international challenges, we will conduct a two day Knowledge Exchange Symposium between Canada and Germany organized in Bamberg Germany (Dec. 15-16) with the following question: Canada vs. Germany: Is Canada a model immigration nation?

**Research/Practical Implications & Originality/Value:** Key note speakers from each country, academic and practical presentations focusing on migrant and refugee integration and panel discussions will compare current successes as well as challenges in policies and practices and related research findings coming from Canada and Germany. This exchange will present a fertile ground for learning and knowledge exchange on best practices as well as development of future research and network collaborations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Structure, Culture and Climate***

***Multi-cultural organizations***

Th-SYM-2473-4

**The Effects of Cultural Intelligence and Emotional Intelligence on Stress and Engagement among Expatriates in South Korea**

M. Born\*, T. de Graaff, M.-U. Kim, A. Hiemstra

**Main Abstract Content:** Purpose

This study attempted to predict state-level stress and engagement among expatriates in South-Korea by their cultural intelligence and emotional intelligence. Stress and engagement were measured as related to work and related to life in general in the host country. The question was asked which of both intelligences would be a better predictor of stress and engagement in which of the two domains.

Design/ methodology

109 self-initiated expatriates in South Korea participated in a 5-weekly diary survey measuring weekly stress and engagement, after having filled out a general survey measuring the predictors. Multilevel regression analyses were conducted.

Results

After controlling for personality, coping strategies and current level of adjustment, cultural intelligence predicted weekly stress (negatively) in life and weekly engagement (positively) at work. Emotional intelligence did not predict weekly stress or engagement in life or at work.

Limitations

Research/ Practical Implications

Cultural intelligence is more important than emotional intelligence in predicting state-level stress and engagement among expatriates. Specifically, cultural intelligence is able to predict stress in life and engagement at work.

Originality/Value

The study highlights the importance of including engagement as a positive outcome for expatriates next to acculturative stress. It is among the first quantitative diary studies among expatriates looking simultaneously into the effects of emotional and cultural intelligence.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Organizational Structure, Culture and Climate*

*Multi-cultural organizations*

Th-SYM-2473-5

**The importance of social initiative for overseas success: A comparison of self-initiated and assigned expatriates**

P. Van Der Laken\*, M. van Engen, I. Van Tiel, C. Coenraads

**Main Abstract Content: Purpose** - This paper examines whether expatriates' social initiative influences their overseas adjustment and, in turn, their performance. Moreover, this study investigates the role of actual social interactions with host country nationals and other expatriates in this process, and whether different relationships exist for self-initiated and assigned expatriates.

**Design/Methodology** - 895 expatriates from 77 countries responded to an online questionnaire distributed through expatriate social networks. The majority was self-initiated (71%). Self-evaluations of, among others, general -, interaction- and work adjustment, social initiative and job performance were collected.

**Results** - Social initiative improved all three dimensions of adjustment. Moreover, through expatriates' work adjustment, initiative indirectly influenced expatriates' job performance. Regarding social interactions, preliminary results suggest that interaction with HCNs will positively influence expatriates' adjustment whereas interaction with other expatriates has no effect.

**Limitations** – Despite the large sample, the heterogeneity among the included expatriates along with the cross-sectional nature of the data limit the extent to which general causal inferences can be drawn.

**Implications** - Social initiative as driver of expatriate success can be relevant for selection as well as preparation purposes. Future expatriates may be facilitated in the extent to which they are able to show social initiative when abroad. This may be particularly relevant for assigned expatriates, who often seek bond especially with other expatriates, whereas especially initiative towards host country nationals improves adjustment.

**Originality/Value** – The importance of social initiative for multiple criteria of overseas success was examined and compared for self-initiated and assigned expatriates.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Structure, Culture and Climate***

***Multi-cultural organizations***

Th-SYM-2473-3

**Cultural Intelligence and its Importance for Expatriates**

M. Born\*

**Main Abstract Content:** State of the Art

Expatriate research has shown that a series of general individual attributes, such as self-esteem, emotional intelligence, and coping strategies positively predict cross-cultural adjustment and performance of expatriates.

**New perspectives/ contributions**

In contrast to general individual characteristics, it has been argued by several researchers that individual characteristics which acknowledge the cultural diversity in which expatriates work are highly relevant. One of the papers in this symposium (Van der Laken et al.) concentrates on expatriate social initiative as an individual characteristic that facilitates adjustment and subsequent performance. The other symposium papers focus on cultural intelligence, the capability of an individual to function effectively in situations characterized by cultural diversity. This symposium demonstrates ways to develop and measure different characteristics of individuals and teams that facilitate social learning while on assignment, ultimately leading to several forms of adjustment.

**Research/ Practical Implications**

The symposium provides insight into the relative importance of cultural intelligence and social initiative for expatriates in comparison to other expatriate attributes. It shows how expatriates can develop their cultural intelligence from trigger events or critical incidents during intercultural experiences. Furthermore, it also shows that substantial interaction with host country nationals may be more important than interacting with expatriate peers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Multi-cultural organizations***

Th-SYM-2473-2

#### **Trigger events: how cultural intelligence is developed through intercultural experiences**

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#### **Main Abstract Content: Purpose**

To gain more insight in how people develop cultural intelligence, this study investigates if, what and how people learn from trigger events or critical incidents during intercultural experiences. Osland and Bird's (2007) model of trigger events and intercultural sensemaking was tested through studying the intercultural experiences of a 4-year EU-funded research consortium of sixteen PhD fellows and their supervisors from fifteen different nationalities located in five different countries.

#### **Design/methodology**

The mixed methods study collected quantitative measures of participants' cultural intelligence at different points in time as well as qualitative data through interviews using the Critical Incident Technique.

#### **Results**

Time 1 quantitative data have been collected and the qualitative data are currently being collected until the end of October. Findings will be presented at the conference. The quantitative results will show whether the participants increased their cultural intelligence during the project. The qualitative results should shed light on the characteristics of trigger events, reactions, responses and the learning process. It is proposed that when participants respond by intercultural sensemaking rather than fight, flight or acceptance they will develop their cultural intelligence.

#### **Limitations**

Limitations are possible recall bias of critical incidents, research subjectivity of analysis and self-report bias of questionnaires.

#### **Research/Practical Implications**

The findings can inform the design of training, facilitation and support in developing cultural intelligence through intercultural experiences.

#### **Originality/value**

This is the first study to test the model of trigger events and intercultural sensemaking in a work environment and contributes to research on the learning process of developing cultural intelligence.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***  
***Negotiation skills and processes***

Th-SYM-1644-5

**Decoding communication issues between MBTI personality types**

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**Main Abstract Content:**

**State of the Art**

An understanding of personality type can improve communication for both individuals and teams. Individuals can gain a deeper insight by applying the underlying theory of how preferences dynamically interact with one another. However, people can find these 'type dynamics' difficult to apply and remember.

In this paper, we demonstrate how the use of imagery can bring this to life, increasing clients' awareness of how they interact and communicate with others with different personality types.

**New Perspectives/Contributions**

Psychologists are constantly looking for new ways to make it easier to talk about differences in personality. One way of doing this is to help clients visualise their own and others' communication style. The session will introduce new images which represent the type dynamics of each of the 16 MBTI types. We explain how to use these in coaching or team sessions, illustrated by real-life conflict and communication scenarios. Participants will understand how to use the images to decode communication issues between two individuals. They will also learn how two personality types with seemingly small differences may come across very differently.

**Research/Practical Implications**

The paper will help practitioners apply type dynamics concepts to improve communication in coaching, conflict or team situations, without needing a complicated, time-consuming explanation.

**Originality/Value**

The use of images in feeding back personality results is still not the norm, yet can give individuals a richer picture of their personality. Type dynamics adds another level of depth to a person's self-awareness.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Organizational Change and Development**

**Organizational change processes**

Th-SYM-1090-5

**Change processes in civil society:**

**Antecedents of change supportive behaviour in civil groups**

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**Main Abstract Content: Purpose** Whereas current change research mostly focuses on top-down initiated change processes in profit-organizations, bottom-up initiated change processes are rarely examined. Members of civil groups often drive bottom-up change endeavours voluntarily and mostly without pay. In line with the group engagement model (Tyler & Blader, 2000, 2003), change research has shown that procedural elements of the change process and social identity have an important impact on change supportive behaviour in profit organizations (Michel, Stegmaier & Sonntag, 2010). In this study, we would like to test whether this model could be transferred to bottom-up initiated change processes in civil change contexts.

**Design** Survey data of civil-group members engaging in sustainability projects in Germany were collected in 2016 (N=125, nested in 34 groups). Multilevel Regression Analyses were conducted with HLM.

**Results** Study results show that procedural elements of the change process are positively related with change supportive behaviour. As hypothesized, social identity mediated this relationship.

**Limitations** Due to the cross-sectional design causal interpretation is not possible. As well, the small group sizes decreased the power of the tests.

**Research/practical implications** This paper gives evidence of the important role of identification, when members of civil groups engage in civil change contexts.

**Originality/value** This is one of the first studies to evaluate bottom-up change processes in civil groups from a psychological perspective. Results show that the assumptions of the group engagement model could also be applied to explain civil group members' reactions during civil change processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Th-SYM-1090-3

#### **Personnel changes at the team level: Effects on work load and health of supervisors and subordinates**

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#### **Main Abstract Content: Purpose:**

Organizational changes are defined as alterations in existing organizational arrangements (strategies, structures, etc.) and/or processes (planning, coordination, etc.). While there is a focus in research on the consequences of large restructuring methods as downsizing or mergers, we explored if personnel changes within teams affect (a) supervisors' and/or (b) subordinates' work load and health.

#### **Design/methodology:**

94 teams participated in a two-wave study with a one-year time lag. Both supervisors and subordinates evaluated their workload and health at T1 and T2. Supervisors further rated if personnel changes occurred between T1 and T2 (and if so, because of which reason: parental leave/further qualification, end of temporary contract, resignation, dismissal, inner-organizational workplace change, retirement).

#### **Results:**

In one third of the cases the teams remained stable over time, while in most teams personnel changes happened (with up to 11 people leaving,  $M=1.81$ ,  $SD=2.39$ , and 15 people joining the team;  $M=1.74$ ;  $SD=2.47$ ). First findings of repeated measurement ANOVA suggest that supervisors' turnover intentions particularly increase when newcomers join and no one leaves.

#### **Limitations:**

The study did not allow analyzing if organizational changes happened before or during data collection that caused team-level changes.

#### **Implications:**

Personnel changes force supervisors to invest more time in leadership activities and colleagues to support newcomers or to take over tasks from those leaving calling for additional resources to be provided from higher management.

#### **Originality/Value:**

Our study contributes by taking a closer look at the team level where we found personnel changes within a one-year time frame impacting both supervisors and subordinates.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Organizational Change and Development*

*Organizational change processes*

Th-SYM-1090-6

**Patterns of Task Changes and Employee Outcomes: A Latent Class Growth Analysis Approach**

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**Main Abstract Content: Purpose** – Whereas task changes have become an omnipresent phenomenon in modern organizations that can impact important employee outcomes, we do not know how employees are affected when the level of task changes varies over time. The goal of this study was to identify patterns of task changes over time, and to establish how they relate to indicators of employee strain.

**Design** – Longitudinal data were collected online from Dutch wage earners (N = 1013) in three waves covering a one-year period. Latent Class Growth Analysis was used to identify patterns across time. To relate these patterns to employee outcomes, ANOVAs for repeated measures were conducted.

**Results** – Four distinctive patterns were identified (a low stable, a decreasing, an increasing and a high stable task changes trajectory) that showed meaningful relationships with the outcomes variables. That is, task change level was related to learning demands, qualitative and quantitative job insecurity, emotional exhaustion, and intentions to leave but unrelated to employee vigor.

**Limitations** – There was a small degree of selective dropout, and the 6-month time-lags might be debatable.

**Research/practical implications** – The findings show the importance of studying the evolvement of task changes over time.

**Originality/value** – This study expands our understanding beyond the view of task changes as a temporary stressful or demanding situation that might be resolved by adaptation processes. It demonstrates that stress indicators might remain high over time when the level of changes remains high.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

Fr-SYM-427-3

**Change leadership and readiness for change: A Social Identity Perspective**

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**Main Abstract Content:** Purpose: Purpose of the study was to test a moderated mediation model in which employees' readiness for change was predicted by perceived change leadership and that this relation was hypothesized to be mediated by job satisfaction and moderated by employees' organizational identification.

Design/Methodology: An online survey was distributed to and completed by  $N = 195$  employees of different sectors who had experiences with change processes. Employees were provided items to rate their leader's change leadership and their own organizational identification, job satisfaction and readiness for change.

Results: A moderated mediation model was predicted and tested. Results show that job satisfaction mediated the relation between change leadership and readiness for change. This link was moderated by organizational identification such that the indirect effect was stronger for employees with low identification.

Limitations: The study was cross-sectional and entirely based on self-report data. Although common method bias cannot account for the interaction, future research should replicate the results in longitudinal design and on a team-level.

Research/Practical Implications: When undergoing change processes, organizations are dependent on their employees' readiness to support the change. We show that leaders are crucial to increase employee readiness for change and mainly so, because they increase their employees job satisfaction.

Originality/Value: We show that the links between change leadership, job satisfaction and readiness for change are less strong for employees with high organizational identification which is probably the case because the strongly identified will support the organization anyway and irrespective of their leaders actions and their own job satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Organizational Change and Development**

**Organizational change processes**

Fr-SYM-427-2

**Identity leadership and development of organizational identification after mergers and acquisitions**

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**Main Abstract Content:** Purpose: The merger and acquisition (M&A) literature emphasizes the importance of post-merger identification for M&As integration and success. However, recent research indicates that employees of acquired companies have difficulty identifying with the post-acquisition organization. At the beginning of merger integration, supervisors from the acquired organization may find it more difficult to show identity leadership with regard to the post-merger identity, which may in part explain the lower levels of organizational identification of their subordinates.

Design/Methodology: We tested our model in a field study with a three-wave longitudinal design. We surveyed employees ( $N = 396$ ) and their supervisors ( $N = 107$ ) of a pharmaceutical company during the first year of integration of three acquisitions.

Results: Results from the first wave replicate the finding that employees from the acquired organizations identify less strongly with the post-merger organization than employees from the acquiring organization. Multilevel analyses revealed that employees' perceptions of their supervisors' identity leadership were shared in terms of within-group agreement and between-group differences. As expected, subordinates from the acquired companies perceived less organizational identity leadership of their supervisors than employees from the acquiring company.

Limitations: The data stem from a single company, which limits the generalizability of our findings.

Research/Practical Implications: Post-merger identification among the members of acquired companies may be facilitated by identity leadership.

Originality/Value: Extending research on identity leadership at the individual level, this is one of the initial studies to reveal the group-level properties of identity leadership and its potential to explain reduced identification in the context of change.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Fr-SYM-427-5

#### **A multi-level model of leadership facets for team change performance**

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**Main Abstract Content:** Purpose: Organizations need to be aware that different leadership acts by different leaders and at different moments influence the change performance of their employees. Our multi-level model of leadership facilitators for team change performance allows us to test the joint effects of core leadership facets employees are confronted with in uncertain environments. Design/methodology: We test our model in a multi-level, multi-source sample of 630 police officers consisting of 132 teams with their leaders from the Romanian border police.

Results. Our results show that complexity reducing (i.e. administrative) and complexity enhancing (i.e. enabling) leadership acts are both needed to enhance team change performance.

Limitations: We adopted a cross-sectional approach, further research should test a process perspective on team change performance, using longitudinal models.

Research/Practical Implications: In developing a multi-level change leadership model for team change performance we stress the relevance of multi-faceted practices of leadership for the performance of organizations in times of change. With our study we hope to contribute to a more holistic understanding of successful change leadership. Multi-faceted leadership acts like supporting a team, providing clear procedures and being competent and dedicated in a change project can be a game changer when it comes to providing an organization with the competitive advantage of change performance.

Originality/Value: There is currently no theoretical framework focusing on change leadership that integrates disparate leadership facets. With our approach we offer an integrated model for change leadership as a shared property of a social system among individuals and teams.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

Fr-SYM-427-1

**Leadership in times of change: challenges and opportunities**

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**Main Abstract Content:** State of the Art: Leading change is a core aspect of leadership. Major organizational changes such as merger and acquisitions or relocations often induce high levels of uncertainty followed by resistance or turnover. Further, previous research has frequently observed a loss of employees' motivational capital and a decrease in performance during the change. Nevertheless, research on leading change is still relatively scarce.

New Perspectives/Contribution: Consequently, the current symposium aims to provide a deeper understanding of the conditions, processes and outcomes of effective leadership in times of change. The studies presented in this symposium signify that leaders play a crucial role in (a) preparing employees for the change, (b) supporting them to handle uncertainty and (c) engendering a sense of continuity of their identity. We stress the importance of good leader-follower relations and show how trust in leaders develops over time. In addition, the current symposium exemplifies how different research methodologies (e.g., multilevel, cross-sectional and longitudinal) can enrich our understanding of leading change.

Research/Practical Implications: On the one hand, the symposium provides valuable insights for practitioners by giving advice on leadership practices to overcome employees' resistance to change. On the other hand, the studies have important implications for leadership and organizational behavior research by shedding light on leadership during organizational change processes.

The symposium will end with a summary and discussion highlighting key insights and setting the stage for future research in this area.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Fr-SYM-427-4

#### **HR practices and leader-member exchange as resources during organizational changes**

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**Main Abstract Content:** Purpose: Most employees associate organizational change with negative feelings. Consequently, organizational commitment decreases and turnover increases. Previous research has demonstrated that leadership (i.e., leader-member exchange, LMX) and HR practices have decisive influence on the outcomes of organizational change and are important variables when considering employee change adjustment. The current research integrates and explores the joint impact of LMX and HR practices as resources on work outcomes during and after organizational change. Furthermore, recognizing the longitudinal nature of change – and drawing on conservation of resources theory (Hobfoll, 1989) – we investigate the buffering and adjustment effects of the two resources on organizational commitment, turnover intention, and actual turnover, mediated by job satisfaction.

Design/Methodology: To test these effects, we use mediation analysis to examine employee survey data in one manufacturing organization before and after a relocation ( $N_{T1} = 276$ ;  $N_{T2} = 104$ ).

Results: Pre-change HR practices buffer negative outcomes during and after organizational change; and adjustment in HR practices and in LMX impacts adjustments of outcomes during organizational change. Finally, objective data indicates that turnover intentions translate to actual turnover.

Limitations: Small to medium sample size, subjective data collection in one organization are likely to define a specific setting, however might also prevent certain results from becoming significant.

Research/Practical Implications: In dynamic work environment, HR practices and LMX serve employees as resources. Practical recommendations address issues in the process before and during change.

Originality/Value: The dynamic perspective reveals unique effects of indirect relationships between resources and outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Fr-SYM-427-6

#### **How can you trust your new supervisor? – Merger-specific cues for trust development**

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**Main Abstract Content:** Purpose: Employees' supervisory changes are common and often occur as a result of significant organizational changes, such as mergers and acquisitions. In these contexts, a new supervisor may originate from an employee's own previous organization but also from the (previous) outgroup, i.e., the merger partner, and such situations may create challenges. Therefore, it is important to gain a better understanding of the trust cues that affect an employee's trust towards a new supervisor at different phases of the forming relationship.

Design/Methodology: This study is based on three-wave longitudinal data. Online surveys were administered at three successive one-year intervals. Our sample consists of 296 employees whose supervisor changed as a result of a merger that took place between Time 1 and Time 2.

Results: Results show that during the initial phase, supervisor's outgroup (compared to ingroup) membership was negatively related to trust in supervisor at Time 2, while favorable outgroup attitudes at Time 1 were positively related to trust in supervisor at Time 2. During the later stage (from Time 2 to Time 3) these effects diminished.

Limitations: More frequent measurement time points and longer time spans are needed.

Research/Practical implications: Although considerable theoretical work has been devoted for clarifying the process of trust development, there has been a significant lack of longitudinal research focusing on context specific trust cues at different phases of a newly forming relationship

Originality/Value: Our study sheds light on the unfolding impact of the social (intergroup) context on employees' trust following a merger.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

Fr-SYM-1134-1

**Change and innovation-related behaviours: Exploring their relationship and the related organizational and individual aspects**

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**Main Abstract Content:** Organisations in the last years increased their strategies to promote changes in work roles, organizational processes and demands in terms of tasks and relational performance. In the work and organizational literature, we witness an interest in proactive and innovative behaviours. Potočník & Anderson (2016) explore the conceptual relationships between these constructs and try to stimulate research in this area. The aim of this symposium is to present some empirical results concerning change and innovation-related constructs and to explore their relationships.

C: first results will be presented on concurrent validity of proactive behaviours such as Voice (V) and Taking charge (TC) and innovative work behaviour (IWB) and after it will be shown that TC and V are antecedents of IWB with mediation of Political skill.  
C2: first results will be presented of total mediation of two proactive behaviours (V and TC) in the relationship between proactive personality (PP) and IWB and, the moderated effect of perceived organisational support in PP and proactive behaviours relationship.  
C3: first results will be presented of confirmation that personal initiative (PI) and IWB are two different constructs and after the PI as antecedents of IWB and differentiated mediation effect of goal orientation.  
C4: first will be introduced the constructive deviance (considered source of innovation), and its relationship with IWB and after the moderation effect of climate for innovation.

This symposium contributes to the literature by supporting empirical evidence for differentiation between change and innovation-related constructs and the antecedent role played by some proactive behaviours on IWB.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Organizational Change and Development**

### **Organizational change processes**

Fr-SYM-1134-3

#### **Personal initiative and innovative work behavior relationship: the mediating role of goal orientation**

N. Cangialosi\* and Carlo Odoardi

**Main Abstract Content: Purpose.** This study tries to answer questions concerning the relationship between different change oriented behaviors such as personal initiative (Frese et al, 1996) and innovative work behavior (Janseen, 2000). Considering personal initiative as proactive behavior and innovative work behavior as change/innovative behavior we show that they are different constructs and are related to different mediators. We use the two dimensions of goal orientation (performance orientation and learning orientation, ....).

**Design/Methodology.** A sample of 395 participants from 24 SME completed a survey on Personal Initiative (PI), six items of Frese (1996), innovative work behavior (IWB) nine items of Janssen's scale and goal orientation (VandeWalle, 1997) measuring two dimensions: performance orientation and learning orientation.

**Results.** CFA results confirm the model of different constructs (IWB and PI). Using structural equation modeling the results confirm the hypothesis of different mediation role of the two dimensions of goal orientation. The model shows a good fit ( $\chi^2(247) = 559.892, p < .001$ ; RMSEA = .06; CFI = .91; TLI = .90; SRMR = .06).

**Limitations.** The data come from self-report measures and at one time and causality cannot be inferred.

**Research/Practical Implications.** These results contribute to increase knowledge of change and innovation related constructs and their different relationship between them (antecedents, outcomes, mediators). It suggests to management how considering and promoting the different behaviors for performance and innovation.

**Originality/Value.** This study is one of the first that verifies the antecedent role of personal initiative on innovative work behavior and discusses this contribution to literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Organizational Change and Development**

### **Organizational change processes**

Fr-SYM-1134-4

#### **Be proactive, behave proactively and innovate...Well it depends on the context**

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**Main Abstract Content: Purpose** – Integrating the literature advancing that proactive behaviors are antecedents of innovative work behaviors (IWB; Tornau & Frese's, 2016), and identifying proactive personality (PP) as an antecedent of proactive behaviors (Fuller & Marler, 2009), this research aims to verify the mediational role of two proactive behaviors, taking charge (TC) and voice (VC), in the relationship between PP and IWB. Considering the role of supportive environments in the promotion of proactive behaviors (Crant, 2000), this research investigates the interactional role of perceived organizational support (POS) in the proposed mechanism. **Design/methodology** – A questionnaire measuring PP, POS, TC, VC, and IWB was distributed to 399 French workers from various public and private industries. CFA supported constructs validity and distinctiveness ( $\chi^2(528) = 6496.45, p < .01$ , RMSEA = .05; CFI = .92; TLI = .91; SRMR = .06).

**Results** – Structural equation modeling suggested a full mediation ( $\chi^2(300) = 4264.11, p < .01$ , RMSEA = .06; CFI = .91; TLI = .90; SRMR = .06). Then, latent moderated structural equations supported a negative PPxPOS interaction in the mediation through TC.

#### **Limitations**

The cross-sectional nature of this study precludes conclusion on causality.

#### **Research/practical implications**

This research advances that employees higher on PP would demonstrate more proactive behaviors, which then would lead to more IWB. However, a higher presence of POS would attenuate the mediational mechanism through TC.

#### **Originality/Value**

This study clarifies the relationship between proactive personality and IWB by investigating the role played by proactive behaviors and organizational context in it.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Organizational Change and Development**

**Organizational change processes**

Fr-SYM-1134-2

**Proactive behaviors and innovative work behavior relationship: the mediation role of political skills.**

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**Main Abstract Content: Purpose.** The aim of this research is to examine the relation between proactive behaviors and the innovative work behavior (IWB). Following the recommendations from Potocnik & Anderson (2016) we focus our attention on the promotion and realization phases of innovative behavior. Despite the proactive task aspect of innovation (Parker & Collins, 2010), we verify the hypothesis that the IWB can be a consequence of proactive behaviors, such as taking charge (TC) and constructive voice (CV). We also suggest that political skills (PS) mediate this relation.

**Design/Methodology.** A two-time survey (T1 and T2), measuring TC (T1;  $\alpha = .90$ ), VC (T1;  $\alpha = .88$ ), PS (T2;  $\alpha = .83$ ) and IWB (T2;  $\alpha = .86$ ), was distributed to French workers from public and private organizations ( $N = 266$ ).

**Results.** Structural equation modeling analyses were used to test the hypotheses. Firstly, CFA were conduct to analyze the measure's concurrent validity. Secondly, the empirical model present good MFI ( $\chi^2(580) = 883.917, p < .001$ ; RMSEA = .04; CFI = .92; TLI = .92; SRMR = .05) and supported all hypotheses.

**Limitations.** The self-report procedure implied an unawareness of the impact from TC and CV on the firm-level innovation.

**Research/Practical Implications.** These results help to clarify the nomological network of change and innovation related constructs. They also introduce new IWB antecedents.

**Originality/Value**

To our knowledge, this study is one of the first to analyze the mediation role played by the PS in the relation between TC, CV and IWB.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Th-SYM-778-2

#### **Resilience and adaptation to organizational change: The moderating role of transformational leadership**

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#### **Main Abstract Content: Purpose**

In this study we investigated resilience as a predictor of adaptation to changes at work indicated by adaptive performance and work engagement. Building upon research on change-related difficulties in adaptation (Baard et al., 2013), the capacity to “bounce back” from adversity (Luthans et al., 2004) should help to deal with change-related negative experiences or losses by providing sufficient resources for adapting to new demands. We assumed that exhaustion plays a mediating role in this relationship. Moreover, we tested whether transformational leadership moderates these associations.

#### **Design/Methodology**

We used self-report data ( $N = 138$ ) from three measurement occasions (time lag 14 weeks) from one company undergoing an organizational change. Resilience was measured at T1, transformational leadership and exhaustion at T2, and the outcomes (adaptive performance; work engagement) at T1 and T3.

#### **Results**

Path analysis showed no significant direct associations between resilience and adaptive performance and work engagement. Moderated mediation analysis revealed that transformational leadership moderated the direct relationships between resilience and adaptive performance and work engagement. Furthermore, consistent with the moderated mediation hypothesis, when transformational leadership was high, resilience was associated with less exhaustion, which in turn increased adaptive performance and work engagement.

#### **Limitations**

Self-report measures should be validated by objective or other-report data.

#### **Research/Practical Implications**

Our findings stress that resilient individuals benefit from a transformational leadership style.

#### **Originality/Value**

We investigated the role of transformational leadership in the context of organizational change in interaction with individuals' personal characteristics.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Th-SYM-778-4

#### **A mixed blessing: The interaction effects of instrumental and transformational leadership during organizational change**

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#### **Main Abstract Content: Purpose**

Instrumental leadership (IL) extended the Full Range Leadership Model by adding strategic leadership and follower work facilitation into the model. Recent studies have supported IL's incremental validity beyond transformational leadership (TL) regarding organizational outcomes. Moreover, the organizational adaption and the objectification of a vision, as suggested in IL, seem to be important for the successful implementation of changes, too. However, IL has not yet been examined in the context of change. The purpose of this two-study, multi-modal investigation is to explore the potential of IL on change related outcomes. Specifically, we posit a moderated mediation model in which TL moderates the effect of IL on change commitment, which in turn predicts individual and team-level change outcomes.

#### **Design**

The first sample consists of 405 employees from different organizations who participated in a two-wave survey. The second sample consists of 84 teams with 259 employees. The teams' change success was rated by the leader's supervisor.

#### **Results**

We found support for positive effects of IL on individual change support and the team-related change success via change commitment. The interaction between IL and TL shows enhancing, but also limiting effects.

#### **Limitations**

Causal assumptions of the effects cannot be made because of the cross-sectional design.

#### **Research/practical implications**

In addition to TL, IL could be shown to be mean of effective leadership in today's dynamic working conditions.

#### **Originality/value:**

The impact of IL on individual and team-level outcomes, especially in the context of change, is enlarged and the interdependency among theoretically different leadership styles is highlighted.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

Th-SYM-778-3

**Employee reactions to organizational change: The role of task adaptivity and proactivity and leader-member exchange**

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**Main Abstract Content: Purpose**

This study investigated the role of leader member-exchange in the relationship of task adaptivity and proactivity and employee reactions to organizational change. Employee reactions to organizational change took the form of constructive resistance, destructive resistance, ambivalence and adaptive performance.

**Design**

Participants were 220 public sector employees and their supervisors who faced a major restructuring and re-organization in times of economic crisis.

**Results**

Results showed that LMX moderated the relationships between task adaptivity and adaptive performance and task proactivity, ambivalence and constructive resistance.

**Limitations**

It was a self-report study with the exception of adaptive performance which was assessed by employees' supervisors.

**Research/practical implications**

This study was informative to practitioners because it offered a better understanding of various reactions to change and the impact of LMX. This study had also research implications adding to the understanding of complex employee reactions such as ambivalence and of antecedents and intervening processes of these reactions.

**Originality/value**

It was important to analyze a wide range of employees reactions (such as ambivalence and destructive resistance) to organizational change at the same time. Focusing on this wider range of reactions may add to our understanding of employee reactions to organizational change and therefore to our ways of dealing with these reactions more effectively.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

Th-SYM-778-5

**Thoughts and feelings about change: The role of emotion regulation, change appraisal and affect**

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**Main Abstract Content: Purpose**

This study investigated the antecedents and consequences of employees' appraisal of organizational change. Based on appraisal theory (Lazarus, 1982), we expected that communication and self-efficacy would help employees to positively reappraise the change situation, which would result in more challenge appraisal and less threat appraisal. In turn, change appraisal would impact employees' affective responses, rumination and resistance to the change.

**Design**

A two-wave survey with a one-month interval was conducted with employees who were involved in a large-scale organizational change (T1: N=328; T2: N=108).

**Results**

The findings supported the predictions to a large degree. Communication and self-efficacy predicted reappraisal which in turn predicted both challenge and threat appraisal, and consequently rumination and employee affect. Employees' resistance to the change was predicted by negative affect (and communication) but not by positive affect.

**Limitations**

Self-reports might be accompanied by more objective measures, such as peers' evaluations of resistance and communication.

**Research/practical implications**

The findings clearly show that thoughts and feelings about the change play an important yet complex role in employees' responses to change. Emotion regulation and change appraisal should be taken into account when addressing employee responses to large scale changes. Organizations can affect these responses through change communication and by increasing employees' confidence in their ability to deal with the change.

**Originality/value**

Focusing on employees' emotions and emotion regulation during change advances our understanding of the complex processes that occur during change.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Th-SYM-778-6

#### **Am I going to make it? Dynamic relations between changes in work engagement and coping appraisals throughout organizational mergers**

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#### **Main Abstract Content: Purpose**

It has been estimated that roughly half of the mergers fail to achieve their strategic goals. For the success of organizational changes, it is vital that employees stay motivated and engaged in their work. In this study, we investigate how changes in work engagement, and negative (i.e., threat) and positive (i.e., challenge) coping appraisals are interrelated at different stages of organizational mergers.

#### **Design**

We collected a three-wave longitudinal survey data from two organizational mergers (Sample 1: N=412; Sample 2: N=623).

#### **Results**

We found support for the notion of gain and loss cycles among psychological resources: increase in threat and decrease in challenge appraisal predicted decrease in work engagement. Similarly, decrease in work engagement predicted increase in threat and decrease in challenge appraisal. Furthermore, we found partial support for absolute scores predicting subsequent changes.

#### **Limitations**

Despite the longitudinal nature of the data, only cautious causal inferences should be made as we used non-random survey-data.

#### **Implications**

Having sufficient psychological resources throughout change events is important for avoiding loss cycles and enhancing gain cycles, which can determine employees' adjustment. We also found that employees can perceive merges as positive challenges and not only as negative threats.

#### **Originality/Value**

To our knowledge, this is the first study that examines the reciprocal relations of individual-level changes in work engagement and coping appraisals. Furthermore, this study responds to a recent call to elucidate the role of employees' positive change appraisals. Unravelling these dynamic relations is important to understand the process nature of employees' psychological reactions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

Th-SYM-778-7

**Organizational change and work-life balance**

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**Main Abstract Content: Purpose** – Past changes influence not only attitudes towards the organization (Neves & Caetano, 2009) but also their intentions to resist future changes (Neves, Almeida & Velez, in press). Given the interdependencies between the roles individuals have at work and in other domains (Greenhaus & Allen, 2011), namely in terms of spillover effects (Bakker, Westman & van Emmerik, 2009) and the stress that usually accompanies a change process, we expect that the way individuals have experienced past change should have an impact on their ability to maintain a positive work-life balance.

**Design** – We test our hypotheses with a sample of employees from multiple organizations.

**Results** – We examine whether attitudes towards previous change (commitment to change; Herscovitch & Meyer, 2002) influence work-life balance via multiple pathways and taking into account potential boundary conditions. These pathways include competing mechanisms related to social exchange (e.g., organizational trust), uncertainty reduction (e.g., job security) and job demands-resources (e.g., burnout) theories.

**Limitations** – We used a retrospective method to examine past changes and all measures are self-reported.

**Research/practical implications** – It extends our knowledge of the implications of attitudes towards past change to include other domains (work-life balance) and it reinforces the importance of change management beyond the change process itself.

**Originality/value** – Highlights the importance of looking at change as a part of the life cycle of the organization, rather than as an isolated event, and its ramifications to other domains, particularly in the maintenance of a positive work-life balance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

Th-SYM-778-1

**Individual adaptation to organizational change: Complex inter- and intrapersonal processes**

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**Main Abstract Content: State of the art**

Increased competition, changing markets, and innovation are some of the forces requiring organisations to continuously change and develop. As a result, employees need to be adaptable in order to perform effectively in changing work situations. In the past two decades, change researchers have started to investigate employees' responses to change. Recognizing the crucial role of these responses for successful change implementation, they have focused on employees' resistance to change and the change process characteristics that might fuel these response. Less attention has been given to how individuals adapt to change and the complex inter- and intra-personal processes underlying change adaptation.

**New perspective / contributions**

By emphasizing employee adaptation, this IFPOC symposium takes a new and positive perspective toward change responses. The studies extend knowledge in the field by (i) focusing on adaptation indicators that go beyond sheer resistance to change, such as adaptive performance, work engagement, and work-life balance; (ii) shedding light on the role of interpersonal processes, i.e. leadership, in employees' adaptive responses to change; (iii) paying attention to the intra-personal resources and processes that are involved in adaptation to change, such as proactivity, resilience and reappraisal.

**Research / practical implications**

This symposium aims to increase our understanding of the complex processes involved in individual adaptation to change. More specific, this symposium aims to present a first framework for studying employee adaptation to change. Moreover, the findings have practical implications for promoting successful change implementation. To deepen this understanding, discussion with the audience will be encouraged.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*  
*Organizational Citizenship Behaviour*

Fr-SYM-1983-1

**When attachment follows us to work: The mediating effect of psychological well-being on the relationship between secure attachment and OCBi**

J. Dubé\*, M. Malo

**Main Abstract Content: Purpose:** Based on the attachment theory (Bowlby, 1982), the purpose of this research was to study the mediating effect of psychological well-being at work (i.e., positive cognitions and affects related to a positive rapport with oneself, others and the job [Gilbert et al., 2011]) on the relationship between secure attachment and organizational citizenship behaviors toward other individuals; OCBi (i.e., behaviors that immediately benefit specific individuals and thereby contribute indirectly to organization [William & Anderson, 1991]).

**Design/Methodology:** To test this model, 286 workers from different sectors in Quebec took part in a cross-sectional study by completing questionnaires on an online survey platform.

**Results:** The results of a structural analysis are consistent with the hypotheses.

**Limitations:** The study may suffer from common method variances due to the use of self-reporting only. Limitations also include the cross-sectional nature of the design.

**Research/Practical Implications:** Results point to an individual disposition related to the security one can find in relationship with others that has an effect on organizational citizenship behaviors toward other individuals via a positive experience at work, namely psychological well-being at work. Interventions to promote a safe space in relationships are likely to act as a lever for both psychological well-being at work and organizational citizenship behaviors.

**Originality:** To the authors' knowledge, the study is the first to try to understand the mediating effect of psychological well-being at work on the relationship between attachment and organizational citizenship behaviors toward other individuals.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**  
**Organizational Citizenship Behaviour**

Th-SYM-1067-2

**Does seeking feedback from diverse sources increase creativity?**

**It depends on the opportunity to process feedback**

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**Main Abstract Content: Purpose**

Seeking feedback information from different sources may spur creativity and workplace innovation by exposing an individual to diverse feedback perspectives. However, we argue that seeking feedback from a variety of sources may only lead to enhanced creativity when employees have the opportunity to actually utilize this feedback. In two studies, we examined the moderating effects of two contingency factors —self-reported feedback use and experienced creative time pressure, on the relationship between feedback source variety and creativity.

**Design/Methodology**

We tested our hypothesis in two field studies with Study 1,  $N = 1031$  and Study 2,  $N = 181$ .

**Results**

Study 1 results indicate that when employees showed high levels of feedback use, the relation between feedback source variety and creativity was curvilinear. Similarly, in Study 2 we found that under conditions of low creative time pressure the relation between feedback source variety and creativity was curvilinear, with better creative performance at higher levels of feedback source variety.

**Limitations**

We did not directly assess the cognitive mechanisms through which feedback source variety enhances creative performance.

**Research/Practical Implications**

Our results indicate that it is beneficial for organizations to provide employees with sufficient time to process feedback information. While organizations may have a general bias for action, processing of feedback is an important aspect of creative performance.

**Originality/Value**

Our study suggest that processing of sought feedback is essential. To date, feedback seeking studies have put little attention to test when feedback seeking may lead to creative performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Investigating the Dynamics of Proactivity and Affective Well-being: How Employees Feel in the Process of Making Things Happen at Work**

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<sup>1</sup>Department of Management, London School of Economics and Political Science, London, United Kingdom

**Main Abstract Content: Purpose**

Organizations benefit from proactive employees who propose or initiate improvements at work. Although a considerable body of research suggests that happy employees are overall more likely to engage in proactivity at work, little is known about how proactivity influences affective well-being.

**Design/Methodology**

To develop an understanding of how employees feel in the process of engaging in proactivity, I conducted a qualitative study of proactivity at the service center of a multinational energy organization. The findings of this study are based on 92 episodes of work-related proactivity by employees and their managers in the organization.

**Results**

Results indicate that participants experienced salient and distinct qualities of affective well-being across each of the main phases (issue identification, implementation, and reflection) of engaging in proactivity. In addition, affective well-being in the issue reflection phase of the proactivity process informed future motivation to engage in proactivity in reports of participants. Finally, I illustrate how managers at higher ranks in the organization overall benefitted from more positive influences of proactivity on affective well-being in the process of engaging in proactivity at work.

**Limitations**

Future research should investigate other organizational contexts more generally.

**Research/Practical Implications**

This research contributes to our understanding on affective well-being in the process of and as an outcome of proactivity.

**Originality/Value**

Based on the results of this study, I discuss how organizations may promote and sustain proactivity in their staff by facilitating improved affective well-being in the process of engaging in proactivity at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour  
Organizational Citizenship Behaviour***

Th-SYM-1623-3

**The consequences of proactive behaviors for employee well-being**

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**Main Abstract Content: State of the Art**

Proactive behaviors at work, i.e., self-initiated and future-oriented actions that aim to change or improve work situations or oneself, have been theorized as a desirable type of work behavior. Although some research has shown that employee well-being is an important determinant of proactivity, little is known about the processes and outcomes of proactive behaviors on employee well-being. The aim of this symposium is therefore to understand when and how proactivity shapes positive or negative consequences for employees' well-being at work. This symposium is associated with symposium submission # 1607 to advance our understanding on consequences of proactive behaviors.

**New Perspectives/Contributions**

The five studies in this symposium advance our understanding of the consequences of proactivity for employee well-being, by extending the scope of concepts investigated and by introducing different theoretical lenses to investigating the role of proactivity for employee well-being. In brief, the five studies vary in their focus on types of proactivity (e.g., promotion vs. prevention orientated self-initiative; proactive coping; proactive work behavior; innovative work behavior; team-related proactive behaviors), well-being outcomes (e.g., strain, emotions, moods at work), contingencies and processes examined (e.g., task performance, goal attainment, action orientation, proactive personality, hierarchical level), as well as research design (e.g., daily diary study, qualitative case study, laboratory experimental design).

**Research/Practical Implications**

This symposium suggests promising theoretical perspectives and research designs to effectively understand consequences of proactivity for employee well-being. It also importantly advances practical implications by suggesting how organizations may facilitate proactivity to enhance employee well-being at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Do You Feel Like Being Proactive Today?**

**Trait-Proactivity Modulates Affective Causes and Consequences of Proactive Behavior**

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**Main Abstract Content: Purpose**

This experiment tested whether affect influences proactive behavior, and whether proactive behavior influences affect. Current theory proposes that positive affect enhances proactivity through broad-flexible cognition. In contrast, we hypothesized that negative affect enhances proactivity through focused-persistent cognition, while proactivity enhances subsequent positive affect. Furthermore, we hypothesized that affective causes and consequences of proactivity are different for rarely (trait-passive-reactives) versus frequently (trait-proactives) proactive people.

**Design/Methodology**

Participants ( $N=180$ ) and their partners/friends rated trait-proactivity prior to the experiment. In the lab, we manipulated affect (negative/positive/neutral) with pictures and music, measured proactive behavior in a team interaction task, and repeatedly measured participants' affect (experiences/physiology).

**Results**

Results confirmed that trait-proactivity moderated affective causes and consequences of proactive behavior. First, positive affect made trait-proactives *less* proactive, whereas negative affect made passive-reactives *more* proactive. Second, passive-reactives reported *decreased* negative affect after engaging in proactivity, whereas proactives reported *increased* positive affect.

**Limitations**

These results are limited to general activated positive and negative affective states (feeling good or bad) and their associated cognitive foci. More personal efficacious positive affects (pride, optimism) may increase proactivity as presumed in proactivity theories.

**Research/Practical Implications**

This implies that proactive behavior regulates affect, but that there are trait-based motivational differences: proactives are proactive to *enhance future* positive affect, passive-reactives are proactive to *reduce current* negative affect.

**Originality/Value**

To our knowledge, this is the first experimental study systematically investigating causality in the affect-proactive behavior relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***  
***Organizational Citizenship Behaviour***

Th-SYM-1623-5

**Reciprocal Influences between Positive Affect and Innovative Work Behavior**

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**Main Abstract Content: Purpose**

Research on individual innovation has supported that positive affect is a strong predictor of innovative behavior. Yet, there has been very limited examination of whether innovative behavior predicts positive affect. Accordingly, this study aims to determine the reciprocal relationships between positive affect, generation and implementation of novel ideas. As previous research has highlighted, we propose that affect and innovative behavior are related in the same week, due to influences of information processing and behavioral approach tendencies. Furthermore, drawing on self-determination theory, we propose innovative behavior as a work event will lead to positive feelings over a week, because this behavior satisfies needs of autonomy, competence and relatedness.

**Design/Methodology**

We conducted a diary study based on 92 employees who reported weekly innovative behavior and positive affect over ten weeks. Data was modeled using within-subjects cross-lagged panel analysis.

**Results**

Positive affect was positively related to both idea generation and implementation during the same week. Furthermore, novel idea generation was not related to next week positive affect, whereas novel idea implementation was positively related to the same outcome.

**Limitations**

Reliance on a survey design and self-reported data for both affect and behavior; thus, causality can be only theoretically inferred.

**Research/Practical Implications**

Expanding on previous research, our findings suggest that implementation of novel ideas, but not the mere generation of ideas, is a predictor of positive affect and well-being over time.

**Originality/Value**

This research addresses under-explored issues on innovation research using a sophisticated research design and data analysis.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***  
***Organizational Citizenship Behaviour***

Th-SYM-1067-6

**When you bite off more than your team can chew:**

**The misfit effect of individual and team proactivity on core task performance**

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**Main Abstract Content: Purpose**

Research on the relationship between proactive personality and core task performance has inconsistent findings, inspiring scholars to examine the boundary effects. One essential but largely ignored factor is the role played by the team. This omission is unfortunate because, to behave proactively at work, individuals often need support from their team members. Adopting person-environment fit theory, we propose that a misfit in the proactive personality of individuals relative to their team will impair core task performance because misfit causes interpersonal problems. We further propose that the negative effect would be stronger when individuals are more proactive than their team. Emotional intelligence will have moderation effect because individuals with stronger interpersonal capabilities will more wisely manage interpersonal problems in proactivity process.

**Design/Methodology**

We collected data from five large organizations in China. Control and predictor variables were collected from employees at time 1. One month later individual task performance was collected from their supervisors. Finally we got 314 matched employee-supervisor dyads from 53 teams.

**Results**

Multilevel polynomial regression supported all hypotheses.

**Limitations**

Underlying mechanisms were not examined. High collectivism in China might bias the results.

**Research/Practical implications**

We highlight that the team as a social context shapes proactivity processes and outcomes. Emotional intelligence might help individuals cope with this situation.

**Originality/Value**

This is one of the few to test how team shapes the relationship between proactive personality and outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour  
Organizational Citizenship Behaviour***

Th-SYM-1623-4

**Investigating the effects of daily proactivity on well-being**

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**Main Abstract Content: Purpose**

Today's organizations want their members to be proactive, because of its positive contributions to performance. Research on the impact of proactive work behaviors beyond performance related outcomes is just developing. Some findings suggest that proactivity may negatively impact some aspects of daily well-being. Despite the taxing nature of proactivity, it has been found to be highly stable over time. This raises the question about the factors that help sustain proactive actions in spite of their short-term costs. We propose that proactive behaviors can enhance specific aspects of well-being because of its performance enhancing capacity.

**Design/Methodology**

We conducted a daily diary study with a mixed sample of employees ( $n = 129$ ). Participants responded three times each day to surveys for up to eight workdays ( $k = 993$ ). Data was collected in the late morning, at the second half of the workday and after the end of work. They reported their level of task performance, promotion and prevention oriented initiative, and indicators of strain / well-being.

**Results**

Multilevel regression analyses showed that days characterized by levels of promotion oriented initiative were days with higher well-being at the end of the work day. Mediation analyses suggest that this effect is partly explained by task performance.

**Limitations**

Future research should include objective data of well-being.

**Research/Practical Implications**

This research contributes to our understanding on the short-term consequences of proactivity.

**Originality/Value**

Immediate performance benefits may be one of the mechanisms that may sustain proactive behaviors despite their short-term costs.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

Th-SYM-1623-2

**Effects of Proactive Problem Prevention on Daily Goal Attainment, Emotion Regulation, and Self-efficacy at Work: Action-State Orientation as a Moderator”?**

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**Main Abstract Content: Purpose**

An increase in daily negative work events is considered detrimental to employees’ goal attainment. Based on frameworks of self-regulation, we argue that action-state orientation moderates this relationship. Whereas action-oriented individuals can implicitly refocus on goal pursuit, state-oriented people face difficulties in self-motivation and are more likely to suffer from negative events. In this study, we focus on proactive coping strategies (i.e. change-oriented strategies aimed at preventing the reoccurrence of negative events) that may help state-oriented individuals to better attain their daily goals when negative events increase. Goal attainment may also help them regulate negative emotions elicited by adverse events throughout the work day.

**Design/Methodology**

We conducted a diary study over five work days based on a heterogeneous sample of 96 employees.

**Results**

Multilevel regression analyses reveal that the harmful relationship between negative events and daily goal attainment was stronger for state than for action-oriented people. The former benefited from proactive coping strategies in terms of an increased goal attainment. Daily goal attainment mediated the relationship between proactive strategies and down-regulation of negative emotions.

**Limitations**

Our data refers to short-term daily relationships only.

**Research/Practical Implications**

The short-term effectiveness of proactive strategies that deal with negative work events for goal attainment, and the regulation of negative emotions is advantageous only for state-oriented people. Implications for HR practices will be discussed.

**Originality/Value**

This study links theory and research on affective events with proactivity research, self-regulation, and affective-cognitive aspects of personality to human behavior and well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational Citizenship Behaviour***

Th-SYM-1067-5

**When confidences coincide: The interaction between empowering leaders and voicing employees for innovative output in teams**

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<sup>1</sup>University of Amsterdam, Amsterdam, Netherlands

**Main Abstract Content: Purpose**

To be able to voice ideas, employees need both sufficient confidence and sufficiently supportive leaders. We propose that leaders too need sufficient confidence to be receptive to followers' voice and show positive leadership in return. We test whether efficacy relates to leader empowering behavior and follower voice and, in turn, whether voice behavior and empowering leadership interact to predict team innovation.

**Design/Methodology**

We used multisource survey data from 45 teams and team managers. We measured the team member efficacy, empowering leadership and voice behavior from team members and leader efficacy and innovative team output from team managers.

**Results**

Leader efficacy is significantly related to team manager's empowering leadership and follower efficacy to team members' voice behavior. The interaction between empowering leadership and voice is significant: when both are high innovative output is high and when both are low innovative output is low.

**Limitations**

This was a cross-sectional study, making it impossible to infer causality beyond theoretical argumentation.

**Research/Practical Implications**

Research on how both empowerment and voice develop is needed as the interaction between the two impacts team outcomes. For practice, our results highlight how leaders and team members together generate innovation and show the importance of efficacy for both groups.

**Originality/Value**

The originality of this study lies with the combination of leader behavior and team member voice in the generation of innovative outputs.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**  
**Organizational Citizenship Behaviour**

Th-SYM-1067-3

**Feedback effects on employees' motivation to be proactive**

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**Main Abstract Content: Purpose**

Employees' proactive behaviour is a valuable resource for organizations' success. However, research shows that employees do not always receive positive feedback for their efforts. We propose that receiving negative feedback for being proactive can impair participants' motivation to contribute their ideas (promotion-oriented initiative) and to point out potential problems (prevention-oriented initiative) in the future. We investigate feedback-related affect, self-efficacy, and organizational valuing of initiative as potential mediators.

**Design/Methodology**

Data was collected in a weekly event-sampling study ( $N = 92$  working individuals,  $k = 189$  observations). On 5 to 12 Fridays, participants reported whether they had made a (promotion-oriented) improvement suggestion during the past week; if so, they rated the receiver's response to their suggestion and all mediator and outcome variables (affect, self-efficacy, organizational valuing of initiative, future proactive motivation).

**Results**

Multi-level path model results confirmed that employees' motivation to show promotion- and prevention-oriented initiative was lower the less positive the received feedback was. This effect was mediated by reduced feedback-related positive affect only. Although event-related self-efficacy and organizational valuing of initiative predicted promotion-oriented initiative, they were not affected by feedback valence. By trend, the time-lag to the next improvement suggestion became longer the less positive feedback was received.

**Limitations**

Proactive behaviours are comparatively rare events; this reflects in our low average observations per person.

**Research/Practical Implications**

Employees' reduced motivation to point out problems and risks following negative feedback for proactivity might result in costs for organizations.

**Originality/Value**

We extend our knowledge on dynamic, situation-specific aspects of proactive work behaviours.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Organizational Citizenship Behaviour**

Th-SYM-1067-4

**Does proactive behavior backfire? Effect on performance evaluation of women**

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**Main Abstract Content: Purpose**

Recent research has examined the performance benefits of proactive behaviors but has largely neglected gender differences. Proactive behavior can be seen as agentic and prescriptive for the male but not the female gender role. Based on research on the backlash effect (Rudman & Glick, 2001) we assume that individuals devalue proactive behavior in women when evaluating performance. Furthermore, helping behavior might compensate for any backlash effects because it signals that individuals pursue prosocial motives.

**Design/Methodology**

These hypotheses were tested using a 2x2x2 between-subjects factorial design two experimental studies (N = 166 and N = 114) employing a scenario of an employment interview. Two different stimulus materials and different examples of proactive behavior were used in the two studies. Participants were asked to put themselves into the position of a colleague (study 1) or of a HR manager (study 2) and to rate a candidate on the likability, perceived competence and overall evaluation.

**Results**

ANOVA results do not support the hypotheses. Female job candidates demonstrating high levels of proactive behavior received similar evaluations as men in both studies.

**Limitations**

Future research needs to examine gender effects in real performance evaluations as well as test different samples of proactive behaviors.

**Research/Practical implications**

The results indicate that women do not need to fear negative evaluations when showing proactive behavior. The backlash effect do not seem to apply to proactive behavior in the jobs examined in this study.

**Originality/Value**

This study combines research on proactivity with research on gender stereotypes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

Fr-SYM-273-5

## **The Usefulness of the HEXACO Model of Personality in Work and Organizational Psychology**

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### **Main Abstract Content:** State of the Art

For some decades, personality traits have been used successfully in Work and Organizational Psychology. Most of this research has been conducted within the framework of the Five-Factor Model of Personality. In recent years, the HEXACO Model of Personality has been suggested as a slight adaptation and extension of the five-factor model, especially due to the inclusion of a sixth basic trait, named Honesty-Humility, in the former. Among other things, Honesty-Humility has been found to be related to counterproductive work behavior, impression management, or organizational citizenship behavior.

### **New Perspectives/Contributions**

This talk provides an overview of the HEXACO model, with a particular focus on its relations with variables in the field of Work and Organizational Psychology. It illustrates when and how researchers and practitioners profit from using the HEXACO model, and addresses potential concerns against the model, e.g., regarding its origin, structure, or assessment.

### **Research/Practical Implications**

Results of several experimental and applied studies will be presented and linked in such a way that underlines the usefulness of the HEXACO model in Work and Organizational Psychology. In addition, practical information (e.g., concerning assessment methods) will be given, and an agenda for currently open research questions will be sketched.

### **Originality/Values**

Though the HEXACO model has been presented and empirically supported by many studies for more than one decade now, some scholars and practitioners are yet not so familiarized with the model to consider it as a framework of basic personality structure. This talk thus aims to enhance the corresponding knowledge.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour  
Organizational Citizenship Behaviour***

Th-SYM-1067-1

**The consequences of proactive behaviors for individual and team performance**

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**Main Abstract Content: State of the Art**

Proactive behaviors, i.e., self-initiated and future-oriented actions that aim to change or improve work situations or oneself, have been theorized as a desirable work behavior. Although some studies have reported a positive effect of proactivity on individual or team performance, other research indicated that proactivity may not always lead to desired outcomes. The aim of this symposium is to clarify and understand when proactivity will lead to positive versus negative consequences for individual and team performance in organizations. This symposium is associated with symposium submission #1623 to advance our understanding on consequences of proactive behaviors.

**New Perspectives/Contributions**

The five studies in this symposium advance our understanding of the consequences of proactivity for individual and team performance, by extending the scope of concepts investigated and by introducing different theoretical lenses. In brief, the five studies vary in their focus on types of proactivity (e.g., feedback seeking, voice, and proactive personality), performance outcomes (e.g., employee creativity, individual performance and team innovation), contingencies examined (e.g., opportunity to utilize feedback, feedback from others, gender, leadership, and individual-team member fit), research design (e.g., cross-sectional vs. event-sampling vs. experimental designs that include cross-level studies across individual and teams) and theoretical perspectives (e.g., job design, dynamics, leadership, and person-environment fit).

**Research/Practical Implications**

This symposium suggests promising theoretical perspectives and research designs to effectively understand consequences of proactivity on individual or team performance. It also advances practical implications by suggesting how organizations may facilitate employee proactivity to enhance individual or team performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

Sa-SYM-1571-1

**When people don't listen: What explains why employee voice behavior is or is not appreciated**

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**Main Abstract Content: State of the Art**

Voice behavior describes discretionary communication that employees use to bring ideas and concerns to their supervisors' or colleagues' attention. Although voice behavior has many positive consequences for organizations, employees are often reluctant to voice their ideas and concerns, as they fear being evaluated negatively. Indeed, voice recipients might view voice as criticism of their functioning. Research so far has focused on factors that might encourage employees to speak up, such as positive forms of leadership.

**New Perspectives/Contributions**

Scholars have paid much less attention to how recipients evaluate voice behavior. Yet, how people react to voice behavior will explain whether they may seriously consider these ideas and concerns and try to implement them, which, in turn, will affect whether employees feel encouraged to speak up in the future. This symposium comprises research projects on the factors that contribute to how voice behavior is evaluated. These projects look at gender, voice context (public, private), voice type (suggestion vs. problem), target characteristics (individual vs. group) and more, and examine a range of outcomes reflecting how voice recipients respond to voice.

**Research/Practical Implications**

The symposium shows that characteristics of the voice "sender", the "recipient", contextual characteristics, and characteristics of the voice itself, interactively determine how recipients respond to voice. The symposium paves the way for an integrative literature of responses to voice behavior. Practically, awareness of the factors that bias recipients' responses to voice behavior may contribute to reducing biased decision-making with regard to factors such as gender and culture.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Keeping It between Us: How and Why Managerial Responses to Employee Voice Change in Public vs. Private Context**

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**Main Abstract Content: Purpose**

Although employee voice plays a key role in effective organizational functioning, it is not always appreciated and encouraged by managers. To enhance the understanding of the psychology of managers' resistance to voice, we examine whether managerial responses differ when employees speak up in public as compared to private contexts.

**Design/Methodology**

In two experimental studies we explored whether managerial endorsement of voice would differ when the voice context was directly manipulated to be public versus private. To test the mediating role of image threat, we employed a moderation-of-process approach. Furthermore, we conducted an event study to replicate the findings with a sample of working managers and to study the possible boundary conditions of the effects of public (vs. private) context on endorsement.

**Results**

Across three studies, we found that managers are less likely to endorse ideas raised in public (vs. private) and this effect is mediated by managers' enhanced experience of image threat. Furthermore, the mediation path is moderated by managers' LMX with the voicing employees.

**Limitations**

One possible limitation is that the field study results have correlational nature. However, this issue is of lesser concern as the experimental studies allowed us to demonstrate the causal relationships between the study variables.

**Research/Practical Implications**

We extend scholarly understanding of managerial reactions to voice by highlighting how managers' image threat changes as a result of context in which voice is communicated.

**Originality/Value**

To our knowledge, this study is the first that examines how public (vs. private) context influences managerial responses to voice.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Leaders' receptivity to voiced creative ideas: The joint effects of achievement goals and personal sense of power**

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**Main Abstract Content: Purpose**

The purpose of this research was to examine the joint effects of leader achievement goals (performance vs mastery goals) and personal sense of power on leaders' receptivity to voiced creative ideas. Drawing on the approach-inhibition theory of power, we argue that sense of power attenuates differential effects of leader achievement goals on their receptivity, whereby differences between performance goal and mastery goal leaders on receptivity are stronger (weaker) under conditions of low (high) sense of power.

**Design/Methodology**

In an experimental study, participants were assigned a leadership role and performed an in-basket task in which they had to respond to emails from their subordinates. We experimentally induced achievement goals (performance goals vs mastery goals), measured participants personal sense of power, and measured their receptivity towards a voiced creative idea.

**Results**

The results supported the hypotheses: performance goal leaders were less receptive than mastery goal leaders, but only when personal sense of power was low.

**Limitations**

The generalizability of our findings may be limited by the experimental nature of the study.

**Research/Practical Implications**

Organizations for which creativity is important may benefit from creating an environment in which mastery goals are stimulated among their leaders. Further, organizations may consider selecting leaders with high levels of personal sense of power.

**Originality/Value**

Extending earlier research that highlighted the effects of leaders' achievement goals on their receptiveness (Sijbom, Janssen, Van Yperen, 2015), this study advances our understanding of how leaders are influenced by the joint effect of their achievement goals and personal sense of power.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

Sa-SYM-1571-3

**Promotive and prohibitive voice behavior from coworkers as affective events**

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**Main Abstract Content: Purpose**

This study investigates employees' affective reactions when targeted by coworkers' voice behavior. Drawing on affective events theory, we examine within-person changes in affect while considering between-person differences in personality. We test the interactive effects of situation (being voice target) and person (extraversion and neuroticism) on employees' changes in positive and negative affect.

**Design/Methodology**

We conducted a daily experience sampling study over the course of one week among 121 employees in the Netherlands. We measured affect in the morning and asked participants in the afternoon about their current affect and to which extent they were targeted by others' voice this day.

**Results**

Results show that being targeted by promotive voice is related to experiencing positive affect. Cross-level interaction effects show that promotive voice also comes with less negative affect, but only for employees high on neuroticism. A similar pattern was found for employees high on extraversion.

**Limitations**

We relied exclusively on self-report data. Furthermore, we did not measure the quality of what was voiced nor the context of voice.

**Research/Practical Implications**

We show that employee reactions to being targeted by voice differ depending on type of voice (promotive/prohibitive) and employee personality (extraversion/neuroticism). Our findings suggest that employees should focus on promotive voice as coworkers react positively to it.

**Originality/Value**

There is very limited research into others' reactions to voice behavior, especially using an experience sampling (within-person) design.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

Sa-SYM-1571-4

**Male/Female Supervisors' Evaluation of Voice Behavior by Male/Female Subordinates: Does it matter who says what to whom?**

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**Main Abstract Content: Purpose**

This research sought to examine whether recipients' responses to voice behavior (speaking up) are biased by voice sender's gender. Working from role congruence theory, we reasoned that suggestion-offering voice is evaluated more favorably when shown by men because it is "agentic", while problem-identifying voice is evaluated more favorably when shown by women because it is more "communal".

**Design/Methodology**

Four experiments were conducted. In some, we used an in-basket task, wherein managers received e-mails from subordinates expressing voice; other experiments described a scenario in which managers received voice face-to-face. In all experiments, voice sender and the suggestion were subsequently evaluated.

**Results**

The results supported the hypotheses: the person showing the voice was evaluated in a biased way, but the evaluation of the suggestion or idea itself was not as strongly affected. In addition, some evidence indicated that the biased responses occurred more strongly for male (vs. female) voice recipients.

**Limitations**

The generalizability of the findings may be limited by the experimental, hypothetical nature of the study.

**Research/Practical Implications**

The findings imply that the voice-response phenomenon is complex and multi-faceted, that theory is needed to predict voice evaluations, and that gender may play an important role. Further, managers should become aware of their potential gender-based biases in evaluating voice behavior, lest they might discard good suggestions for bad reasons.

**Originality/Value**

These studies are among the first to examine the relevance of gender for how recipients respond to voice, and may provide a first step toward dealing with voice-related gender biases.

**Disclosure of Interest:** None Declared

**Keywords:** None

T. Davidson <sup>1,\*</sup>, F. X.-H. Wang <sup>2</sup>, L. Van Dyne <sup>3</sup>, D. Buyens <sup>4</sup>

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### **Main Abstract Content: Purpose**

Throughout recent years, there has been a great deal of scholarly interest in voice behavior – the expression of constructive opinions, concerns, or ideas about work-related issues. Whereas prior work generated important insights regarding key antecedents of voice, much less is known about the effectiveness of voice. In other words, it is unclear when and why employee's change-oriented suggestions actually enable change at work.

The present study addresses some of the current challenges in the realm of voice effectiveness (i.e., voice tactics, target characteristics, types of voice outcomes), thereby also capturing prototypically Western and Chinese perspectives on these challenges. Specifically, we draw on Self-Presentation Theory to hypothesize that 1) self-promoting (vs. self-effacing) voice style is less effective; 2) denigration of peer's competence mediates this effect; and 3) target's cultural group agency (vs. individual agency) beliefs strengthen this effect.

### **Design/Methodology**

We tested our conceptual model by means of a 2x2 between-subjects experimental design whereby we manipulated voice style and agency beliefs in a sample of 124 Chinese students.

### **Results**

Regression results by means of conditional process analyses provide general support for the proposed second-stage moderated mediation model.

### **Limitations**

Triangulation (e.g., use of diverse tasks and measures) and (quasi-experimental) field research is necessary to further corroborate current findings.

### **Research/Practical Implications**

Our findings provide levers for employees and managers to improve the effectiveness of peer-to-peer voice.

### **Originality/Value**

The present study contributes to the emerging field of voice effectiveness by examining novel concepts (e.g., self-presentational styles) and generating context-sensitive insights (e.g., cultural agency-beliefs).

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

Th-SYM-2860-1

**Organizational Commitment in Brazilian Samples: the role of Compassionate goals as a mediator in the values-attitude relationship**

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<sup>1</sup>University of Brasilia, Brasília, Brazil, <sup>2</sup>Montpellier Business School, Montpellier, France

**Main Abstract Content:** Organizational Commitment in Brazilian Samples: the role of Compassionate goals as a mediator in the values-attitude relationship.

Paulo H. F. Alves; Claudio V. Torres; Francesco Montani

**Purpose**

Organizational commitment (OC) has attracted a lot of attention of organizational scholars over the years, with several variables been investigated as its predictors. An agreement has been reached regarding the human values-attitude relationship, the former as predictor of the latter. This relationship is seldom direct, often with intervenient variables in mediating or moderating roles. This study aimed to investigate the prediction of Individual Human Values on OC, with Compassionate and Self-image Goals as mediators in this relationship.

**Methodology**

The Portrait Values Questionnaire Refined (PVQ-R), Compassionate and Self-Image Goals Scale (CSIG), and an *Emic* measure of OC were administered to a representative sample of the 13,035 Military Police Officers of the Federal District of Brasilia, Brazil.

**Results**

Results of the SEM suggest that affective OC was better predicted by self-transcendence higher order values, with compassionate goals playing a mediating role in the relationship.

**Limitations**

The cross-sectional, self-report nature of the study prevents causal inferences and increases the likelihood of common method bias.

**Research/Practical implications**

Data are discussed in terms of the association between the social-focused, self-transcendent values and compassionate goals and a positive emotional attachment to the organization (Affective OC), whereas the personal-focused, self-protection conservation and self-enhancement values and self-image goals may relate to the cost of losing organizational membership (continuance OC), or remains in it due to feelings of obligation (normative OC).

**Originality/Value**

This is the first study to identify compassionate and self-image goals as mediating mechanisms that transmit the effects of human values to employee attitudes.

COUNT: 242 words.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Structure, Culture and Climate***

***Organizational culture***

Th-SYM-2332-2

**Organizational health climate as a prerequisite of health-promoting leadership and the role of leaders' own well-being**

A. Kaluza <sup>1,\*</sup>, R. van Dick

<sup>1</sup>Department of Social Psychology, Goethe University, Frankfurt, Germany

**Main Abstract Content: Purpose:** Research confirms the impact of leadership on employees' well-being and highlights the importance of health-promoting leadership in particular. Previous work predominantly focused on employee outcomes and less on (1) leaders' own well-being and (2) how the organizational context supports or impedes the display of health-promoting leadership. Drawing on the conservation of resources theory, we hypothesize that a positive health climate serves as contextual resource predicated health-promoting leadership which in turn enhances employees' well-being and that leaders' well-being functions as a personal resource which moderates the climate-leadership relation.

**Design/Methodology:** Results of two field studies with data collected from leaders and followers support our assumptions.

**Results:** A positive health climate relates to more health-promoting leadership which in turn is associated with better employees' well-being. Leaders' own well-being (i.e., burnout) moderates the relationship between health climate and health-promoting leadership revealing significant relations only for leaders with low burnout-levels.

**Limitations:** This study is limited because of the cross-sectional design and self-reported data.

**Research/Practical Implications:** Findings demonstrate the relevance of a positive organizational health climate as a prerequisite of health-promoting leadership suggesting that leaders should not be lone fighters in promotion of health at workplace but that they need to be supported by their organization. The importance of leaders' own well-being highlights the need for organizational interventions that not only address employees' health but also foster leaders' well-being.

**Originality/Value:** This study provides evidence for the health climate as an antecedent of health-promoting leadership and extends the recently growing body of research examining leaders' well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Structure, Culture and Climate***

***Organizational culture***

Th-SYM-2332-3

**Tradition under pressure. Organizational climate for tradition and pressure as antecedents of abusive supervision**

A. Pundt <sup>1,\*</sup>, F. Pundt <sup>2</sup>, F. Vollkammer, T. A. Kunst

<sup>1</sup>Department of Work & Organizational Psychology, University of Mannheim, Mannheim, <sup>2</sup>Federal Institute for Occupational Safety and Health, Dortmund, Germany

**Main Abstract Content: Purpose:** While previous research on conditions of abusive supervision has focused on characteristics of individual supervisors or followers, organizational climate as a condition of abusive supervision has been widely neglected. We investigated organizational climate for tradition as an antecedent of abusive supervision. Based on ideas of Max Weber, we suggest abusive supervision to be more likely in traditional organizations. We also propose this relationship to be stronger if the organization is under pressure.

**Design/Methodology:** We investigated these relationships in four independent studies – one single-source cross-sectional study ( $N_1 = 166$ ), one cross-sectional study with leader-follower dyads ( $N_2 = 140$ ), one cross-sectional study with 57 teams of leaders and followers ( $N_3 = 177$ ), and one two-wave survey with follower ratings ( $N_4 = 152$ ). While the measure of climate for tradition was the same across studies, we used pressure to produce, necessity to change, or competition pressure as aspects of pressure climate.

**Results:** We found tradition climate to be positively related to abusive supervision. We also found this relationship to be stronger under high levels of pressure to produce in the first study and under low levels of the necessity to change.

**Limitations:** We were only able to investigate these relationships on the individual level, albeit from different perspectives (leader vs. follower rating).

**Research/Practical implications:** Future studies should investigate the role of tradition climate for the development of abusive supervision on the organizational level.

**Originality/Value:** This study is among the first to explore the role of tradition in the development of abusive supervision.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Structure, Culture and Climate***

***Organizational culture***

Th-SYM-2332-1

**The link between leadership and organizational climate - new insights from different perspectives**

N. M. Junker<sup>1,\*</sup>, A. J. Kaluza<sup>1</sup>

<sup>1</sup>Department of Social Psychology, Goethe University, Frankfurt, Germany

**Main Abstract Content: State of the Art:** Behavior and leadership in organizations do not occur without context. However, the broader context of leadership has rarely been studied. Therefore, the five contributions of this symposium examine the link between leadership and different facets of organizational climate (OC).

**New perspectives/Contributions:** We use several approaches, including longitudinal designs and leader-follower dyads, to explore this important field. The first two studies focus on aspects of OC as antecedents of leadership. Kaluza and van Dick examine health climate as a prerequisite of health-promoting leadership, which in turn is positively associated with employee well-being. Leaders' own well-being moderates this relation. Pundt et al. show that traditional climate positively relates to abusive supervision. They further demonstrate how external demands on the organization influence this relation. The third study by Junker and van Dick focuses on how female leaders with children are affected by family-friendly OC. This climate positively relates to marital satisfaction and career success. Person-Environment fit moderates this relation. The study by Hernandez Bark and van Dick looks at OC as moderator and mediator. They examine authentic leadership and how its effects on innovative work behavior and defensive silence are influenced by psychological safety climate and innovation climate. We conclude with a theoretical contribution: Schilling introduces the new concept of cynical OC and deduces how different leadership styles affect this concept.

**Research/Practical Implications:** The contributions show that it is important to look at different facets of OC from both a theoretical as well as a practical view.

**Disclosure of Interest:** None Declared

**Keywords:** None



## **Organizational Structure, Culture and Climate**

### **Organizational culture**

Th-SYM-2332-4

#### **The relation between family-friendly climate and dual success for female leaders with children**

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<sup>1</sup>Department of Social Psychology, Goethe University, Frankfurt, Germany

**Main Abstract Content: Purpose:** Women are still clearly underrepresented in leadership positions (Ezzedeen, Budworth, & Baker, 2015), even though they are equally or sometimes even better qualified for these positions (Singh, Terjesen, & Vinnicombe, 2008). This underrepresentation is even more pronounced for mothers in leadership positions (*momleaders*; e.g., Smith, Smith, & Verner, 2013). However, some women achieve to be successful as leaders and mothers, which we coin *dual success*. Researchers have found support in managing family and career to be one of the key success factors for employees' work-family balance (e.g., Lyness & Kropf, 2005). However, leaders' own need for support has rarely been considered before. We use person-environment fit theory (e.g., Kristof-Brown, Zimmerman, & Johnson, 2005) to predict how family-friendly climate relates to dual success.

**Design/Methodology:** We conducted a cross-sectional dyad-study on mothers in leadership positions.

**Results:** Organizational family-friendly climate positively relates to marital satisfaction and to objective career success. P-E fit moderates this relation.

**Limitations:** This study is cross-sectional so that causal inferences are difficult to make.

**Research/Practical Implications:** We show that P-E fit is a valuable theoretical foundation to predict dual success. Organizations need not only provide family-friendly policies, but they should negotiate with their female leaders, which policies be support these women.

**Originality/Value:** To our knowledge, this is one of the first quantitative studies, which focuses on female leaders' dual success and the first application of P-E fit theory to this field of research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational culture***

Th-SYM-2332-5

## **The impact of organizational climate variables on the relation between authentic leadership and organizational learning**

A. S. Hernandez Bark <sup>1,\*</sup>, R. van Dick <sup>1</sup>

<sup>1</sup>Department of Social Psychology, Goethe University, Frankfurt, Germany

**Main Abstract Content: Purpose:** In this study, we aim to specify the relation between authentic leadership and two aspects of organizational learning, namely a) innovative work behavior and b) defensive silence, by including psychological safety as a mediator and innovation climate as a moderator.

**Design/Methodology:** We tested our model in a survey of employees and their leaders. The final sample consisted of 325 employees.

**Results:** We found support for our model: AL significantly relates to innovative work behavior (positive relation) and defensive silence (negative relation). As expected, this relation was mediated by psychological safety climate. Further, innovation climate moderated the relation such that high innovation climate increased the effect.

**Limitations:** We used a multi-level approach, but the data is cross-sectional and future research should address this limitation by using longitudinal designs and more diverse samples.

**Research/Practical Implications:** Previous research shows that AL relates to various positive outcomes such as job satisfaction. However, the specific mechanisms remain unclear. In our moderated mediation model, we show the relevance of organizational climate variables, and thereby provide implications for future research on mechanisms contributing to the efficacy of AL, but also under which circumstances AL might be less effective.

**Originality/Value:** Although AL is a well-researched leadership style, we know little about the role of organizational settings and their impact on AL's effectiveness. With our research, we try to shed light into this ...black box“ by explicitly taking into account organizational climate.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Structure, Culture and Climate***

***Organizational culture***

Th-SYM-2332-6

**Destructive leadership and cynicism: Theoretical considerations on the development of a cynical organizational climate**

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<sup>1</sup>Department of Economics and Social Sciences: Work and Organizational Psychology, University of Applied Administrative Sciences Hannover, Hannover, Germany

**Main Abstract Content: State of the Art:** Since the seminal paper of Dean, Brandes and Dharwadkar (1998), a small but steady stream of empirical studies has shed light on the causes, correlates and effects of organizational cynicism (OC). Regarded as a serious organizational malady (Schraeder et al., 2016), OC has been defined as “a negative attitude toward one’s employing organization, comprising three dimensions: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect” (Dean et al., 1998, p. 345).

**New Perspectives/Contributions:** In this presentation, the concept of cynical organizational climate (COC) will be introduced as a shared negative perception of one’s employing organization. Following Podsakoff et al.’s (2016) recommendations for the development of concept definitions, previous conceptualizations of organizational climate will be reviewed and compared before discussing specific antecedents and outcomes of COC. Specifically, destructive and negative forms of leadership like abusive supervision, laissez-faire and popular-disloyal leadership will be analyzed with regard to their impact on COC.

**Research/Practical Implications:** By developing the idea that cynicism may not only be an individual state but rather a shared experience in organizations, the concept is able to provide a promising foundation for future research and starting point for new practical interventions at team- and organizational level.

**Originality/Value:** The presentation aims at widening our knowledge on workplace cynicism by proposing a model on the development of shared cynical beliefs complementing and extending prior research.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Conflict in organizations**

**Organizational justice**

Fr-SYM-955-1

**New Perspectives on Organizational Justice Research – Symposium 1**

C. Eib <sup>1,\*</sup>, C. Bernhard-Oettel <sup>2</sup>, L. Barclay <sup>3</sup>

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**Main Abstract Content: State of the Art**

Much research has uncovered the powerful effects of justice perceptions on employees' attitudes and behaviors. Contemporary approaches to organizational justice include the impact of context, individual experiences, health outcomes, longitudinal approaches, and a diversity of what constitutes justice. In this Part 1 symposium, contributions highlight the micro aspects of new organizational justice research.

**New Perspectives/Contributions**

This symposium brings together 4 presentations with different methodologies (longitudinal studies, experimental and intervention study) from different countries, highlighting new trends in organizational justice research:

*Leaders' unfair actions creates revenge.* In an experimental design, Otto, Gollwitzer and Seng suggest that employees react to unfair leadership (abusive supervision) with revenge.

*Organizational changes and injustice feelings.* Bernhard-Oettel, Näswall and Eib focus on how organizational change processes impact the dynamics of justice perceptions over time, and relate to work attitudes and individual well-being.

*Injustice makes people sick.* Based on a large-scale survey, Leineweber, Bernhard-Oettel, Peristera and Westerlund investigate the boundary conditions of job insecurity of the longitudinal relationship between interactional justice and sickness absence.

*Injustice can be overcome.* Francisca Saldanha and Barclay report results from an intervention project focusing on what individuals do to overcome negative consequences of injustice.

The paper presentations will be followed by an interactive discussion.

**Research/Practical Implications**

Constanze Eib contributes with conceptual ideas for further research on organizational justice. The discussant Laurie Barclay is a renowned scholar in the justice area and will discuss the papers' contributions and their practical implications.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Fr-SYM-986-1

**New Perspectives on Organizational Justice Research – Symposium 2**

D. Patient, T. Marques <sup>1</sup>, R. Bobocel <sup>2,\*</sup>

<sup>1</sup>Católica Lisbon School of Business & Economics, Lisbon, Portugal, <sup>2</sup>University of Waterloo, Waterloo, Canada

**Main Abstract Content: State of the art**

Organizational justice research has tended to focus on employee perceptions regarding justice from supervisors. However, researchers have begun to investigate justice from different sources, at different levels of analysis, and as influenced by diverse phenomena. This symposium presents research exploring different sources and targets of justice perceptions, and as well as contextual and other influences.

**New Perspectives/Contributions**

The five papers presented include conceptual and empirical research, from five different countries, and using a variety of methodologies. Sarnecki and Diehl investigate the effect of context on justice perceptions and reactions, using an uncertainty management lens. Paddock and Oc examine powerholders' justice perceptions and depletion in response to subordinates' exercise of voice. Martínez-Tur and colleagues investigate inter-group justice between workers of organizations for individuals with intellectual disability and their family members. In the fourth paper, Chen examines the effects of age management practices on the justice perceptions and reactions of both older and younger workers. Cojuharenco, Marques and Patient propose a theory of agent bias affecting overall justice perceptions. Invited discussant Ramona Bobocel will comment on the papers and propose future research directions.

**Research/Practical Implications**

This symposium contributes to theory in organizational justice by proposing and testing additional sources, targets and contexts affecting justice phenomena. Managers and organizations can learn of additional situations to which justice principles can be applied, in order to increase the motivation of employees, managers, and external stakeholders.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Fr-SYM-986-4

**Manifestations of an agent bias in justice reasoning**

I. Cojuharenco<sup>1</sup>, T. Marques<sup>2,\*</sup>, D. Patient<sup>2</sup>

<sup>1</sup>D'Amore-McKim School of Business, Northeastern University, Boston, United States, <sup>2</sup>Católica Lisbon School of Business & Economics, Lisbon, Portugal

**Main Abstract Content: State of the art.** Employees distinguish, attribute responsibility to, and react differently to fairness from different sources (e.g., Lavelle, Rupp & Brockner, 2007). However, characteristics of the justice agent have been largely overlooked as influencing justice perceptions (Marques, Patient & Cojuharenco, in press).

**New Perspectives/Contributions.** We propose that perceptions of overall justice of events may be affected by an agent bias: the direct effect of agent characteristics on overall justice judgments, that is not channeled through distributive, procedural, or interactional justice. We propose a conceptual model with propositions for different forms of agent bias (e.g., first impressions) and when it is likely to manifest more strongly (e.g., time pressure).

**Research/Practical Implications.** Theories of organizational justice can be enriched by better understanding when and how agent characteristics influence justice perceptions. We propose a conceptual model that can guide future empirical studies on the effect of agent characteristics on justice perceptions. From a managerial perspective, selecting the right decision maker may be an important step in ensuring that employees accept organizational decisions and regard them as just.

**Originality/Value.** Since Leventhal (1980) introduced selection of agents as a key procedural justice component, little work has examined effects on justice perceptions of justice agent characteristics. We propose a model and research agenda for exploring an aspect of “lived” justice that is highly salient to employees: the person making just or unjust decisions. Our model can enrich existing justice theories, including fairness heuristic theory, fairness theory, and research on entity justice.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Fr-SYM-986-2

**Full of paradox? The effects of age management practices in the workplace**

C. Yang <sup>1,\*</sup>

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**Main Abstract Content: Purpose:** In order to increase the activity rate of workers aged fifty and over, governments have recently implemented a range of different age management policies to change employment practices, promote employability of older workers and to improve their working conditions. The present paper will approach the effects of different types of age management practices on both older workers and other employees from three angles: the degree of perceived justice, ageism attitudes and behavioral reactions.

**Design/Methodology:** An experimental vignette study was designed. 63 working people younger than fifty-year-old participated.

**Results:** According to our hypotheses, age management practices that favored older workers were perceived as unfair. Also, even the age-related practice profitable to younger people themselves were perceived unfair.

**Limitations:** This is the first study so sample size is limited which may undermine power.

**Research/Practical Implications:** Age-management practices may entail unwanted consequences in terms of perceived fairness. The findings serve as a warning to organizations.

**Originality/Value:** Research has shown that policies favoring minority groups are perceived unfair, both by beneficiaries and other employees. This is the first study to investigate fairness consequences of management policies favoring older workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Conflict in organizations*

*Organizational justice*

Fr-SYM-986-3

**The cross-level link from Inter-group justice to user satisfaction: A study in organizations for individuals with intellectual disability**

V. Martínez-Tur <sup>1,\*</sup>, A. Maniezki <sup>1</sup>, C. Moliner <sup>1</sup>, Y. Estreder <sup>1</sup>, E. Gracia <sup>1</sup>, V. Orengo <sup>1</sup>

<sup>1</sup>IDOCAL, University of Valencia, Valencia, Spain

**Main Abstract Content: Purpose:** This research study focuses on the relationship between contact workers and family members in organizations for individuals with intellectual disability. We investigate the link from inter-group justice in the interaction between these two groups (workers and family members) to family member satisfaction with the organization.

**Design/methodology:** We extracted the sample from 111 organizations. A total of 914 workers and 845 family members participated in the research study. We carried out a cross-level analysis measuring inter-group justice at the center level and family member satisfaction at the individual level. Based on the mutuality concept (Smith & Barclay, 1997; Martínez-Tur et al., 2016), we computed inter-group justice using the square root of the product between worker's and family member's justice perceptions. This indicator considers level and agreement simultaneously.

**Results:** Results confirmed a positive relationship between inter-group justice and family member satisfaction. We controlled for age, sex, and individual justice perceptions of family members.

**Limitations:** Although the research studies had two sources of data and results were congruent with well-established theories, future experimental and longitudinal designs will permit more solid causal connections.

**Research/practical implications:** The investigation of justice has focused the attention mainly on the individual and team levels. However, the inter-group explains additional variance and pays attention to a relatively neglected aspect in the literature.

**Originality/Value:** "Giving and receiving" a fair treatment in the interaction between groups is an indicator of the quality of the inter-group relationship. High inter-group justice creates a context that explains experiences beyond individual perceptions.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Conflict in organizations**

**Organizational justice**

Fr-SYM-955-3

**Interactional injustice at work and sickness absence: A study using repeated measures in the Swedish working population**

C. Leineweber <sup>1,\*</sup>, C. Bernhard-Oettel <sup>2</sup>, P. Peristera <sup>1</sup>, H. Westerlund <sup>1</sup>

<sup>1</sup>Stress Research Institute, <sup>2</sup>Department of Psychology, Stockholm University, Stockholm, Sweden

**Main Abstract Content: *Purpose***

The uncertainty management model suggests that justice is important for individuals in times of uncertainty like job insecurity. It was expected that interactional (i.e., interpersonal and informational) injustice at work and high job insecurity each associate positively with long and frequent sickness absence.

Under conditions of high job insecurity, we expected that interpersonal injustice elevates the risks of long and frequent absence, and that informational injustice increases the risk for long absence spells.

However, we predicted that the relationship between informational injustice and short absences is decreased under conditions of high job insecurity because employees aim to seek information at work.

***Design/Methodology***

The sample of this study consisted of 19,465 individuals from the 2010-2014 biennially waves of the Swedish Longitudinal Occupational Survey of Health (SLOSH) study. Hypotheses for interpersonal and informational injustice were tested separately in sequential models using generalized estimating equations analyses.

***Results***

As predicted for main effects, interpersonal and informational injustice as well as job insecurity were associated with an increased risk for long and frequent sickness absence. No interactions between justice and job insecurity were found.

***Limitations***

Using only questionnaire data may involve social desirability or result in common method bias.

***Research/Practical Implications***

The results underline the need for fair treatment of employees in order to increase the likelihood of a healthy workforce.

***Originality/Value***

The study is based on longitudinal data from a study population approximately representative for the Swedish working population.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Fr-SYM-955-4

**Counterproductive work behavior as revenge for abusive supervision**

K. Otto\*, M. Gollwitzer<sup>1</sup>, D. Seng<sup>1</sup>

<sup>1</sup>Philipps University of Marburg, Marburg, Germany

**Main Abstract Content: *Purpose:***

This paper investigates a potential psychological mechanism underlying the effect of supervisor behavior on (organization-level) work behavior and commitment: We hypothesized that abusive supervision increases CWB and decreases commitment and performance to the extent that supervisor attributes are perceived as prototypical for the organization.

***Design/Methodology:***

190 German employees were asked to imagine working in the development department of a large organization. They were randomly confronted with (a) transformational, (b) abusive (unfair), or (c) neutral supervisor behavior. CWB and commitment were assessed via self-reports, supervisor and organization attributes with semantic-differential, and performance via the amount of time participants spent working on an assignment.

***Results:***

Abusive supervision increased CWB and decreased commitment and performance. This effect was mediated by supervisor and organization attributes: participants in the abusive supervision condition were more likely to attribute negative attributes to their immediate supervisor as well as to the entire organization.

***Limitations:***

The study was mainly based on self-reports, and responses were based on a hypothetical instead of a real-life situation, and the use of an online study came at the cost of less experimental control.

***Research/Practical Implications:***

This study confirms the idea of “displaced revenge” as abusive supervision increases CWB because the supervisor was seen as prototypical for the entire organization. Organizations should closely monitor leaders’ potentially destructive behavior as their behavior might be the key to minimize CWB.

***Originality/Value:***

By applying an experimental approach, this paper offers causal explanations as to why abusive supervision harms the whole organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Conflict in organizations*

*Organizational justice*

Fr-SYM-986-5

**Justice and context: An uncertainty management perspective**

A. Sarnecki <sup>1,\*</sup>, M.-R. Diehl <sup>1</sup>

<sup>1</sup>EBS Business School, Oestrich-Winkel, Germany

**Main Abstract Content: State of the Art:** In this paper we apply uncertainty management theory (UMT) to examine how context influences reactions to organizational justice. We do so by reviewing how contextual variables have been explicitly modeled in organizational justice literature. We then propose further research avenues by highlighting which additional contextual factors are likely to affect the degree of uncertainty and therefore influence justice effects.

**New Perspectives/ Contributions:** People care about organizational justice mainly because it reduces uncertainty (Colquitt, 2008). Organizational justice researchers also generally acknowledge that individuals' reactions to justice depend on the context in which these reactions occur (Fortin et al., 2015). However, not only does organizational justice literature still remain largely unspecific as to the source of uncertainty (Hakonen & Liponen, 2008), but there are also still relatively few studies in organizational justice that investigate how contextual factors moderate the relationships between justice and its outcomes (Schminke, Johnson, & Rice, 2015). This paper seeks to provide some clarity to these issues by linking UMT to context theorizing in order to identify contextual sources of uncertainty that are likely to mitigate justice effects.

**Research implications:** We propose further avenues to explore context by highlighting which contextual factors are likely to affect uncertainty and therefore influence justice effects.

**Originality/Value:** We advance understanding of uncertainty as a motivator for caring about justice and highlight situations in which justice may have an especially strong impact on employee reactions due to uncertainty in the surrounding context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Organizational justice***

Fr-SYM-955-5

#### **Justice perceptions before and after organizational restructuring: Changes in supervisors' fairness ratings, organizational attitudes, and well-being**

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#### **Main Abstract Content: *Purpose***

According to fairness heuristics theory and the dynamic model of justice perceptions, employees' may change their organizational justice perception in case organizations do not behave as employees have come to expect. The present study tests the re-evaluation of justice perceptions of supervisors in a Swedish governmental agency undergoing job/supervisory role restructuring.

#### ***Design/Methodology***

Supervisors have been approached before (T1), two months (T2) and a year (T3) after the change of the job/supervisory role structure. At T2, some were in a preferred job position (N = 80), whereas others had accepted jobs they had not opted for (N = 50).

#### ***Results***

Initially, both groups did not differ in their (T1) ratings of organizational justice. At T2, those who had accepted less preferred jobs indicated significantly lower ratings of organizational justice and trust, had lower job satisfaction, higher turnover intentions and lower mental health. At T3, justice and trust perceptions and job satisfaction were similar, whereas turnover intentions had increased further among supervisors in less preferred job roles after the restructuring.

#### ***Limitations***

The sample is rather small and only one organizational change was studied.

#### ***Research/Practical Implications***

This study emphasizes the importance of justice perceptions in organizational change processes, particularly if these processes lead to unfavorable outcomes for some of the employees.

#### ***Originality/Value***

This study is one of the few that focuses on dynamic experiences of justice and shows that re-evaluations of justice are impacted by how organizations meet employees' expectations.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Conflict in organizations*

*Organizational justice*

Fr-SYM-1208-1

**Motivated Justice:**

**Understanding the Dynamic and Influential Role of Motives for Justice Judgments**

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**Main Abstract Content: State of the Art**

Despite the fundamental assumptions that fairness is in the “eye of the beholder” and can be a “motivated” phenomenon, scholars have recently argued that explicit recognition of these key tenets has faded into the background thereby limiting our understanding of the subjectivity of fairness. Drawing upon motivated cognition (also termed motivated reasoning), this symposium highlights how viewing people as active and motivated processors of fairness information can enhance our understanding of the subjective and motivated processes underlying fairness and the implications of these processes.

**New Perspectives/Contributions**

Using different theoretical perspectives and empirical methodologies, this international panel of justice scholars will present cutting edge research integrating fairness perceptions and motivated cognition. Nadisic et al. identify subjective motivations for justice and highlight rationalizations for injustice. Building on these motives, Bashshur et al. present a theoretical framework exploring the dynamics of fairness and motivated cognition over time and between different parties. Paddock examines the importance of motives for bi-directional work-to-home processes, focusing on belief in a just world as a critical motivational resource. Using the concept of phase shifting, Soenen and Melkonian explore how people can be motivated to change their justice judgments over time. Finally, Patel and Crawshaw present a qualitative account of how parties navigate justice interpretations in the context of an international joint venture.

**Research/Practical Implications**

This symposium illustrates how integrating moral cognition and justice can advance our knowledge and ability to effectively manage fairness issues over time and in different contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Fr-SYM-1208-2

**A Person-Centric Perspective on Motives for Fairness and Unfairness**

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**Main Abstract Content: Purpose**

Applying a person-centric approach, we explore the different motives underlying why people care about workplace (un)fairness.

**Design/Methodology**

Using semi-structured interviews with 62 executives, we content-analysed specific incidents of workplace unfairness.

**Results**

We find evidence for the motives previously identified in the literature: people care about justice because it affords them control over outcomes, it signals their standing in the group, and represents a valuable moral virtue. However, we also found evidence that fairness promotes intrinsic motivation for their job and being able to experience their job as a “calling” (i.e., fulfilling and socially useful). Further, we found that people care about *injustice* because it can be viewed as something that “helped them” learn something “useful” about work and/or life. Interestingly, this motive can only be identified after the event has occurred, when people engage in retrospective justifications.

**Limitations**

While interesting patterns emerge from our data, the generalizability of our findings remains to be tested in further large scale quantitative studies.

**Research/Practical Implications**

Our findings contribute to theorizing about the reasons why justice matters and also show justice judgments in the context of motivated reasoning dynamics.

**Originality/Value**

Our findings support the notion of justice as a motivated phenomenon and highlight a new motive that can enhance our understanding of why people want to be treated fairly at work. Our study also illustrates the importance of examining different motives for justice versus injustice as well as understanding that injustice experiences can sometimes be rationalized as positive by employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Fr-SYM-1208-3

**Understanding the Dynamic and Dyadic Influence of Fairness Motives**

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**Main Abstract Content: State of the Art**

Fairness is a subjective experience – “something is ‘fair’ because some person or persons believe it to be” (Cropanzano et al. 2005: 63). Indeed, most research treats fairness perceptions as a function of individuals’ beliefs that specific (objective) antecedents have been subjectively fulfilled. However, if fairness is subjective, we argue that individuals arriving at those perceptions should be viewed as active and motivated processors of fairness information.

**New Perspectives/Contributions**

Drawing upon a motivated cognition perspective, we argue that fairness perceptions are not an indication of some absolute “true” level of justice; rather they are interpretations impacted by a variety of factors including the perceiver’s motivations, needs, and goals. Our theoretical model shows why and how the motives underlying fairness perceptions can influence variability in fairness perceptions within and between people over time. Further, we examine how motives can dynamically influence dyadic interactions.

**Research/Practical Implications**

Our framework not only integrates extant justice research but also reconciles discrepant findings (e.g. why different stakeholders can disagree about the same event or entity), provides new insight into justice processes (e.g. why fairness perceptions are subject to within person variability), and suggests new research directions (e.g. how individuals select and attend to justice relevant information).

**Originality/Value**

We examine how the motives underlying fairness can influence how people experience and perceive justice, including the dynamic construction and reevaluation of fairness perceptions as well as how holding different motives can influence the “negotiation” that can occur between parties as they navigate justice issues.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Conflict in organizations*

*Organizational justice*

Fr-SYM-1208-5

**Antecedents of Phase-Shifting:**

**Why Do People Sometimes Reevaluate Their Justice Judgments, and Sometimes Don't?**

G. Soenen <sup>1,\*</sup>, T. M. Melkonian <sup>1</sup>

<sup>1</sup>Emlyon Business School, Lyon, France

**Main Abstract Content: State of the Art**

Recently, there has been a growing interest in justice reasoning (i.e., why and how people form justice judgments; Ambrose & Cropanzano, 2003; Holtz & Harold, 2009; Jones & Skarlicki, 2013; Melkonian, Soenen, & Ambrose, 2016) and the notion that justice judgments – irrespective of what motivated them in the first place (e.g. utilitarian or relational motives) – change from time to time (Hausknecht, Sturman & Roberson, 2011; Lind, 2001).

**New Perspectives/Contributions**

However, extant research falls short of providing a theoretical framework accounting for both the inception *and change* of justice judgments. We argue that a better understanding of when and why people reevaluate their justice judgments needs to be developed to deepen our knowledge of justice reasoning.

**Research/Practical Implications**

In this theoretical paper, we extend Lind's (2001) concept of phase-shifting to explain justice reasoning dynamics. Building on research on dual-process theories of cognition, we define phase-shifting as an individual perception that triggers a shift from Type 1 to Type 2 cognitive processes thereby resulting in the reevaluation of justice judgments (cf. Soenen, Melkonian, & Ambrose, 2016). Drawing on this theorizing, we review extent research on justice reasoning, categorize situational and dispositional antecedents of phase-shifting, and discuss potential interactions between these antecedents.

**Originality/Value**

Our work contributes to research on justice reasoning and lays the ground for future empirical studies on justice dynamics. This has significant practical relevance since leaders must often manage justice perceptions to effectively implement their strategies.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Conflict in organizations***

### ***Organizational justice***

Fr-SYM-1208-6

## **How Can We Agree On What is Fair? A Case Study of Justice Processes in an Indian-Swedish International Joint Venture**

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### **Main Abstract Content: Purpose**

Our study explores the nature and importance of inter-firm justice within the context of an ‘equity-based’ international joint venture (IJV) involving a Swedish and Indian manufacturing firm. Specifically, our research examines three research questions:

- (1) How important is maintaining perceptions of justice between both parties in this IJV?
- (2) What factors affect (in)justice judgments of both parties?
- (3) What are the consequences of (in)justice perceptions for the IJV?

### **Design/Methodology**

Analyses of secondary data and semi-structured interviews (N = 12 each lasting around 1.5 - 2 hours) carried out with key senior executives (boundary spanners) from both firms who were directly involved in the day-to-day management of the IJV.

### **Results**

First, we develop a process model of justice to explain how actors come to collectively agree on what is fair in complex situations, even if no complete consensus arises. Second, our findings suggest that intuition, trust, and affect motivate fairness judgments alongside moral reasoning. Third, a sensemaking perspective explains some of the pitfalls that actors confront in coping with unfair complexities and how they attend to the challenges arising from inequalities in extreme contexts (e.g. opposing cultures).

### **Limitations**

Findings are based on a single case study, which limits generalizability.

### **Research/Practical Implications**

We explain intersubjective meaning construction, showing how actors continually navigate between a universalistic mode of moral reasoning and a particularistic mode of contextual judgment.

### **Originality/Value**

Critical incidents within the life of this IJV provide deep and contextually rich insight into how (in)justice is played out in ‘real terms’.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Fr-SYM-1208-4

**Belief in a Just World as a Personal, Key Resource that Mediates People's Demands and Perceptions of Fairness and Well-Being**

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<sup>1</sup> ETH Zürich, Zürich, Switzerland

**Main Abstract Content: Purpose**

This paper focuses on belief in a just world (BJW) as a motivational resource and how it impacts the bi-directional work-to-home processes of people's work or home demands on outcomes related to their relationships (e.g., fairness of spouse, colleagues) and general well-being (e.g., emotional exhaustion). Drawing on the work-home resources model to conceptualize BJW as a key resource, and consistent with earlier work on BJW as a motivational resource in everyday life, I postulate that BJW mediates these effects.

**Design/Methodology**

Study 1 is a self-report internet survey, which measured participants' work and home demands, BJW (Wave 1), emotional exhaustion, as well as fairness of their spouse and workplace colleagues (Wave 2, ongoing). Study 2 (starting in December 2016) extends these findings by focusing on multi-source data (couples) and including the resource of resilience.

**Results**

Following completion of the data collection, the model will be assessed and results of both studies will be presented at the conference.

**Limitations**

The measures in Study 1 are self-reports and the two-wave design does not fully separate the predictor variables, mediator, and outcomes.

**Research/Practical Implications**

Researchers should consider how justice (e.g., BJW) motivates people across work *and* nonwork domains. Practically, BJW may help people by serving as a resource.

**Originality/Value**

This is an initial investigation of how BJW – a facet of motivated justice within the work-home resources model – is a key resource that impacts fairness perceptions as well as general well-being thereby merging areas of inquiry in organizational justice and work-family issues.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Fr-SYM-955-2

**Silver linings: Enhancing resilience to promote recovery from workplace unfairness**

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**Main Abstract Content: *Purpose***

Experiencing organizational injustice can have profound negative consequences. Despite the pervasive impact of these experiences, few studies have investigated interventions that can help employees *recover* from unfair work experiences (i.e., mitigating negative and promoting positive outcomes). We adopt a recovery framework to investigate the role of resilience in promoting positive outcomes for individuals in the aftermath of organizational injustice.

***Methodology***

Participants were randomly assigned to conditions of an expressive writing intervention (a guided writing technique that involves writing about the experience for 20 minutes per day for four days).

***Results***

Results indicate that participants whose writing included reflecting on benefits arising from the unfair experience expressed more resilience in their writing and experienced more life satisfaction and more meaningful relationships with others at the end of the intervention than participants whose writing focused only on their emotions and thoughts about the experience or participants in the control condition (who wrote about trivial topics). Additionally, resilience was a significant mediator between the experimental conditions and life satisfaction, meaningful relationships with others, and reconciliation with the offender.

***Limitations***

Future research could explore these effects in the field and use diary studies to investigate how resilience develops over time.

***Practical Implications***

This study offers a useful and practical tool to help people who have experienced workplace unfairness.

***Originality/Value***

This research investigates an important mechanism (i.e., resilience) driving recovery processes. It also proposes and finds that as a consequence of increased resilience individuals can experience positive outcomes in the aftermath of unfairness.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational learning***

Fr-SYM-1134-5

**The effect of constructive deviance and innovative cognitive style on innovative behavior**

S. Pohl\*

**Main Abstract Content:** Purpose : Innovation has beneficial influences on the effectiveness and long-term survival of organizations (West & Farr, 1990). It is important that employees follow organisational norms for functioning and survival of the organization, but strictly following all norms may inhibit employees from finding innovative ways of solving workplace problems; employees who voluntarily engage in deviance behaviours may be important sources of innovation (Galperin, 2003). Spreitzer & Sonenshein (2003) defined constructive deviance as “intentional behaviours that depart from the norms of a referent group in honourable ways” (p. 209). Innovative cognitive style has also been shown to related to innovative behaviours (Tierney et al. 1999). An employee with innovative cognitive style tends to seek and integrate diverse information, redefine problems, and “generate ideas likely to deviate from the norm” (Tierney et al., 1999: 593).

Design/methodology. We use data from a Dutch and French survey in four organizations (n=150). Hypothesizing that constructive deviance and innovative cognitive style affect innovative behaviour directly and indirectly through their influence on perceptions of the climate for innovation, we used SEM to test the parameters of the proposed model.

Results: As expected both constructive deviance and innovative cognitive style were positively related to innovative behaviour. Furthermore, we found evidence that climate for innovation: moderate the relationship between innovative cognitive style and innovative behaviour.

Limitations: This study was cross-sectional, and thus causality cannot be inferred

Practical implications : Results of the study suggest the critical role of constructive deviance and climate for innovation in stimulating innovative work behaviour

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Fr-SYM-2024-1

**New insights from multifaceted leadership research: Mechanisms and boundary conditions, experimental evidence, and new theoretical developments**

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<sup>1</sup>University of Konstanz, Konstanz, Germany

**Main Abstract Content: State of the Art**

Being a leader is challenging in ever-changing organizations – state-of-the-art research suggests that to be successful leaders need to be ethical, empowering, craft the identity of their team, use both hands (ambidextrous leadership), give sense about paradoxes, and even let others take the lead (shared leadership). These diverse leadership approaches and foci are in different stages of theory development and testing, using increasingly sophisticated methods in lab and field.

**New Perspectives/Contributions**

This symposium reflects and extends the diversity of leadership research in both foci of leadership facets and methods. Three field studies by Pircher Verdorfer, Scholz and Kearney, and Kerschreiter test theory on mechanisms and / or boundary conditions of the established leadership styles of ethical and empowering leadership, as well as leader identity crafting. Tillmann et al. focus on the team-context and use power-dependency theory to further develop theory on antecedents of shared leadership. Innovation needs ambidextrous leaders as Gerlach et al. confirm with a lab experiment, while change requires leaders to successfully make and give sense about paradoxes as Sparr elaborates in a theoretical model. All six contributions in the symposium add to our understanding of effective leadership in the rapidly changing environment of contemporary organizations.

**Research/Practical Implications**

Future leadership research needs to differentiate and integrate theory and evidence of the different leadership approaches to develop a more complete understanding of effective and ineffective leadership and relevant boundary conditions for well-being and performance at the individual and team level.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Fr-SYM-2024-3

**How empowering leadership develops the task performance of followers with low self-efficacy by increasing their contextual performance**

F. Scholz <sup>1,\*</sup>, E. Kearney <sup>1</sup>

<sup>1</sup>University of Potsdam, Potsdam, Germany

**Main Abstract Content: Purpose:** A major argument against empowering leadership concerns the question whether empowering leadership asks too much of certain followers, especially those who fear that they are not able to master their tasks and therefore experience low self-efficacy. Ahearne et al. (2005) found that employees at lower levels of development benefit more from empowering leadership. We add new insight into the process of this model and propose a moderated mediation: we argue that when followers' self-efficacy is low, empowering leadership will motivate followers to engage more with co-workers – that is, to demonstrate more contextual performance. We assume that this process will ultimately improve their performance – e.g., through learning and reciprocity.

**Design/Methodology:** We tested our model in a longitudinal field study with 313 leader-follower dyads from a wide range of different organizations and industries.

**Results:** Moderated mediation analysis confirmed the interaction of empowering leadership with self-efficacy as well as the moderated mediation via contextual performance on task performance.

**Limitations:** Though our overall model was confirmed, future research is necessary to confirm learning and reciprocity as mediators between contextual and task performance.

**Research/Practical Implications:** According to our findings managers should empower especially those followers who question their own abilities. As our study is based on a very diverse sample our results suggest that our theoretical model seems to be valid in different work contexts.

**Originality/Value:** Our study offers new insights into differential effects of empowering leadership and shows that empowering leadership develops followers with low self-efficacy by increasing their contextual performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Fr-SYM-2024-7

**Paradoxes and leadership in organizational change: Challenges and chances in the sensemaking-sensegiving process**

J. L. Sparr <sup>1,\*</sup>

<sup>1</sup>University of Konstanz, Konstanz, Germany

**Main Abstract Content: State of the Art**

Paradoxical demands are particularly salient in times of change and challenge the sensemaking of organization members. This has been recognized by scholars focusing on the role of paradoxes for leaders' sensemaking and decision making in organizational change (e.g., Lüscher & Lewis, 2008). However, the employee perspective has been neglected so far.

**New Perspectives/Contributions**

In this conceptual contribution, I suggest that a key task of leaders in organizational change processes is to help their followers to make sense of the change-related paradoxes. However, before leaders can engage in sensegiving they need to make sense of the paradoxes themselves. A better understanding of the relevance of paradoxes for the complex and fragile process of leader sensemaking, leader sensegiving and employee sensemaking might help us to understand why leader behaviors often are negatively perceived by their followers in organizational change and why employee resistance to change is so common. Therefore, based on key findings of the paradox and sensemaking literature I develop a model of challenges and chances in this process and respective consequences for employees' leader- and change-related perceptions.

**Research/Practical Implications**

With the proposed conceptual model, I provide a new angle to research on change management and (negative) leadership and offer testable assumptions. Practitioners can use the included suggestions for supporting both leaders and employees in dealing with paradoxes to ensure successful change processes in organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Fr-SYM-2024-2

## **Are ethical leaders ethical role models? Testing the moderating role of ethical management and value congruence**

A. Pircher Verdorfer <sup>1,\*</sup>

<sup>1</sup>TUM School of Management, Technical University of Munich, Munich, Germany

### **Main Abstract Content: Purpose**

The purpose of this study was to investigate the relationship between ethical leadership and followers' explicit openness to the ethical influence of their leader. Furthermore, it was tested whether leader-follower ethical value congruence as well as explicit ethical management of leaders would moderate the proposed influence process.

### **Design/Methodology**

Existing measures from the literature were taken to operationalize the four underlying normative reference points of ethical leadership according to Eisenbeiss (2012): (1) humane orientation, (2) justice orientation, (3) responsibility/sustainability orientation, and (4) moderation orientation. After establishing the psychometric properties of the measure in two separate employee samples (N=140, N=325), the main hypotheses were tested in a third employee sample (N=206) by using structural equation modeling.

### **Results**

Results indicate a positive effect of ethical leadership on followers' openness to influence. However, whereas ethical management increased the strength of this effect, the moderating effect pertaining to ethical value congruence was negative. Distinct patterns were found for the sub-dimensions of ethical leadership.

### **Limitations**

All causal interpretations are based on the evidence of covariation and confidence in the theoretical connections assumed.

### **Research/Practical Implications**

This study provides evidence that ethical leaders are generally perceived as ethical role models. However, the strength of this effect depends on additional leadership behaviors (i.e., ethical management) as well as follower perceptions (i.e., value congruence).

### **Originality/Value**

This study sheds light on unique boundary conditions that affect the influence of ethical leaders. Specifically, conditions referring to both the leader and the follower were considered.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Fr-SYM-2024-4

#### **Leader identity entrepreneurship and follower performance: work engagement and burnout as mediators**

R. Kerschreiter <sup>1,\*</sup>

<sup>1</sup>Freie Universität Berlin, Berlin, Germany

#### **Main Abstract Content: Purpose**

Steffens, Haslam, Kerschreiter, Schuh, and van Dick (2014) provided evidence that a leaders' crafting of a shared group identity enhanced followers' work engagement and reduced burnout. Work engagement and burnout in turn affected followers' perceived performance of their workgroup. However, this research relied on self-report data. The present research therefore aimed at replicating and extending these findings and tested whether the respective effects would also be obtained with an independent assessment of follower performance.

#### **Design/Methodology**

We collected data of 61 leader-follower dyads from 61 German start-up firms. Followers provided ratings of their leaders' crafting of social identity, as well as their own work engagement and burnout. Leaders rated followers' in-role performance.

#### **Results**

Bias corrected bootstrap confidence intervals indicated that a leader's crafting of social identity affected follower work engagement which in turn reduced follower burnout. This in turn fostered follower performance. The indirect effect of crafting social identity on performance via burnout was also reliable. These results concretize the role of work engagement and burnout as mediators between social identity leadership and follower performance.

#### **Limitations**

All conclusions are derived from a relatively small sample of 61 leader-follower dyads.

#### **Research/Practical Implications**

This research helps to further our understanding of the mediating processes through which a leader's crafting of a team's identity translates into follower performance.

#### **Originality/Value**

To the best of my knowledge, this study is the first that examines the effect of identity leadership on follower performance through work engagement and burnout with data from multiple sources.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Fr-SYM-2024-6

### **Ambidextrous Leadership – Meeting Different Innovation Requirements**

F. Gerlach<sup>1,\*</sup>, K. Heinigk<sup>1</sup>, K. Rosing<sup>1</sup>

<sup>1</sup>University of Kassel, Kassel, Germany

#### **Main Abstract Content: Purpose**

Innovation requires individuals to engage in exploration and exploitation, as they have to fulfill creativity as well as implementation demands. Research on ambidextrous leadership (Rosing, Frese & Bausch, 2011) provides a framework consisting of two leadership behaviors – opening and closing leadership – that can help to overcome this paradox. The causal effects postulated within the theory are examined in an experimental design.

#### **Design/Methodology**

Participants (N=246) were randomly assigned to a creativity or an implementation task. At the beginning of the experiment, they were exposed to one out of four video messages manipulating opening (high vs. low) and closing leadership (high vs. low). After completing the task, participants rated their explorative and exploitative behavior. Performance was rated by independent raters.

#### **Results**

The results concerning closing leadership were according to our expectations. Mainly, closing leadership was positively associated with implementation mediated by both exploration and exploitation. In contrast, the effects of opening leadership on creativity and implementation were mixed.

#### **Limitations**

The external validity of this experimental set-up can be questioned. Thus, a replication of results within a field setting is important.

#### **Research/Practical Implications**

In order to promote innovation, organizational leaders should engage in different leadership behaviors depending on the present demands.

#### **Originality/Value**

Analyzing both creativity as well as implementation requirements has mostly been neglected in psychological research. Furthermore, the postulated effects for ambidextrous leadership have not yet been examined within a rigorous experimental design.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-SYM-2371-3

#### **Leadership and employee well-being: A meta-analysis**

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#### **Main Abstract Content: Purpose**

Leadership is an important determinant of employee well-being. We distinguish the effects of constructive versus destructive leadership on positive (e.g., positive affect) and negative (e.g., stress) well-being. Focusing on constructive (e.g., supportive leadership) and destructive (e.g., abusive supervision) leadership is important because they may have distinct effects on positive and negative well-being.

#### **Design/Methodology**

We conducted a meta-analysis on associations between leadership behaviors and various well-being indicators. Effect sizes based on random effect models are calculated for constructive, destructive and passive leadership in association with positive and negative well-being. We also account for moderators (e.g., culture, organizational type).

#### **Results**

Results based on 774 effect sizes revealed that constructive and destructive leadership show similarly strong effects on positive and negative well-being in the hypothesized direction. Passive leadership negatively affects well-being.

#### **Limitations**

Destructive leadership and certain well-being facets are underrepresented in the literature resulting in limited numbers of available effect sizes.

#### **Research/practical implications**

Particularly negative experiences with the leader impact on ill-being resulting in further costs for organizations, especially in form of turnover and absenteeism. Organizational training can help leaders prevent destructive and strengthen constructive forms of leadership.

#### **Originality and value**

This meta-analysis provides a systematic overview of leaders' impact on employee well-being. Distinguishing between theoretically derived categories of leadership and well-being, we differentiate and clarify which leadership behaviors are most effective/destructive for employee well-being. We further leadership research beyond the typical focus on performance outcomes by linking leadership with well-being in a novel conceptual framework.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Th-SYM-2371-2

**Does one cure really fit all? Group negative affective tone, team identification and LMX**

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**Main Abstract Content: State of the Art**

Team identification (TI) has been identified within the social identity framework as one of the main buffers against the negative effects of stress. This line of enquiry has recently culminated in authors labelling TI as the ‘social cure’ due to its wealth of positive consequences for employee mental health.

**New Perspectives/Contributions**

We aim to contribute to research on TI by proposing that TI is, under certain conditions, harmful for employee health. We integrate the social identity literature with the socially induced model of burnout and specifically propose that TI will increase burnout through ineffective coping when the group is characterized by high group negative affective tone. This positive relationship will be weakened under high-quality supervisor-employee relationships (high LMX) and will be strengthened under low-quality LMX relationships.

**Research/Practical Implications**

This paper contributes to the literature through proposing conditions under which TI can be detrimental for employees’ mental health. Practically, it provides organisations with guidance regarding when to intervene in highly negative teams. Furthermore, it offers practitioners means on how to attenuate the negative effects by prompting leaders to build high-quality LMX relationships.

**Originality/Value**

This research offers a novel outlook on TI by highlighting the negative role that it plays in individual burnout. It offers a way to mitigate these effects by emphasising the seminal role that LMX has in this process. Consequently, we contribute to the literature through challenging the widespread assumption that TI is considered a ‘social cure’ in all situations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-SYM-2371-4

#### **Out of mind, out of sight - How can we lead distributed workers?**

K. Nielsen <sup>1,\*</sup>, K. Daniels <sup>2</sup>, R. Nayani <sup>2</sup>, E. Donaldson-Feilder <sup>3</sup>, R. Lewis <sup>4</sup>

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#### **Main Abstract Content: Purpose**

Distributed working poses a challenge for leaders. The lack of face-to-face contact may make it difficult for leaders to observe working practices, understand workers' problems, or offer immediate, direct advice to workers. Current leadership frameworks rely on face-to-face interaction and may therefore not be easily transferable to distributed working contexts. In the current study, we examine leadership and well-being among distributed workers.

#### **Design/methodology**

We conducted a mixed methods study. Through semi-structured interviews we identified leadership behaviours important for ensuring distributed worker well-being and safety. After identifying major existing leadership frameworks, we used thematic analysis to map interview data onto these frameworks and also identified additional leadership behaviours. A questionnaire was developed that included standardized questionnaires along with tailored items. We conducted a survey among distributed workers (N=822) in 19 companies to explore how leadership behaviours were linked to workers' individual-level well-being and safety.

#### **Results**

Interviews revealed that transformational, transactional leadership styles, LMX and health and safety specific leadership behaviours were important as was leaders being approachable and knowing your workers as people. Preliminary confirmatory factor analyses revealed that existing frameworks are applicable. Analyses with tailored items indicated poorer fit indices. All leadership frameworks were related to well-being and safety compliance, but not safety performance.

#### **Limitations**

A cross-sectional study design was employed.

#### **Research implications**

Despite the challenges, existing leadership frameworks may be used in distributed worker settings.

#### **Originality**

To the best of our knowledge, this is the first study to explore a range of leadership frameworks among distributed workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-SYM-2371-6

#### **The effect of the variation in leader-member exchange (LMX) on the wellbeing of teams and their members**

A. Topakas <sup>1,\*</sup>

<sup>1</sup>University of Sheffield, Sheffield, United Kingdom

#### **Main Abstract Content: Purpose**

LMX refers to the quality of the leader-follower relationship and has generally been associated with positive outcomes. It is argued that the variability of relationship quality within work groups (LMX differentiation; LMXD) also has an effect on individual and group outcomes. The purpose of the study is to investigate the interactive effect of the median group LMX and LMXD on individual and group outcomes. At the group level it is hypothesised that LMXD will be associated with negative outcomes (e.g. conflict, poorer member relationships) and these relationships will be stronger for teams with low median LMX. At the individual level it is hypothesised that high LMXD will have a negative effect (e.g. lower wellbeing and team satisfaction) for individuals who have a low LMX with their leader, while it will have no effect for those with high LMX.

#### **Design/Methodology**

A longitudinal quantitative design consisting of two waves was adopted. The sample consisted of students engaging in a year-long simulated 'business game'. Matched responses were obtained from 235 followers (78 groups).

#### **Results**

The data will be analysed using hierarchical linear modelling; findings will be presented and discussed.

#### **Limitations**

Limitations include single-source data and non-response bias.

#### **Research/Practical Implications**

The findings will be discussed in relation to implications for leader training and development, team formation and coaching.

#### **Originality/Value**

The study has the potential of extending our understanding of the factors affecting individual and group outcomes by accounting for the complex and dynamic nature of workplace relationships.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-SYM-2371-5

#### **The perils of prosocial motivation and self-sacrifice at work: When servant leadership can enhance employee emotional exhaustion**

I. Martinaityte <sup>1,\*</sup>, J. Lyubovnikova <sup>2</sup>

<sup>1</sup>Norwich Business School, Norwich, <sup>2</sup>Aston Business School, Birmingham, United Kingdom

#### **Main Abstract Content: Purpose**

In this study, we hypothesise that prosocial motivation is related to emotional exhaustion via self-sacrifice behaviour. Employees high in prosocial motivation are more likely to feel compelled to sacrifice self-interest for the benefit of others, which could lead to emotional exhaustion through the depletion of resources. Further, drawing upon self-determination theory, we hypothesise that the presence of servant leadership will strengthen the relationship between prosocial motivation and self-sacrifice, given that servant leaders tend to be seen as role models for such altruistic behaviours.

#### **Design/methodology**

The moderated mediation model was tested in a field study of 353 General Practitioners based in 16 Lithuanian healthcare organisations.

#### **Results**

We found a significant indirect effect of pro-social motivation on emotional exhaustion via self-sacrifice behaviour. Further, the presence of high servant leadership strengthened the relationship between prosocial motivation and self-sacrifice behaviour.

#### **Limitations**

The cross-sectional design poses a limitation. However, the authors aim to collect follow-up objective performance data.

#### **Research/practical implications**

The results serve to integrate theoretical perspectives on prosocial motivation and servant leadership, and highlight the potential practical drawbacks of servant leadership on employee health.

#### **Originality/value**

Although it is widely argued that servant leadership has a positive impact on the motivation of followers, research has yet to focus on the interaction between servant leadership and prosocial motivation, and how this might be of detriment to employee health. Further, while previous studies have demonstrated a link between prosocial motivation and work-related outcomes, the psychological mechanisms that mediate this link remain unexplored. This research addresses these gaps.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Th-SYM-2371-1

**Leadership and employee well-being/health – Current state of the literature and future directions**

K. Hildenbrand\*

**Main Abstract Content: State of the Art**

Previous research on the intercept of leadership and employee well-being/health reports in parts inconclusive findings (positive, negative and null), which mostly depend on the type of leader behaviours/style that were examined (e.g., transformational or destructive leadership) and the conceptualisation of employee well-being/health (e.g., affective well-being, positive affect or burnout). These studies are often not grounded in strong theory and the reported findings are frequently based on cross-sectional data from single companies. Importantly, the existing studies rarely consider that employees nowadays mainly work in teams and that team factors can be expected to affect the leadership-well-being/health link.

**New perspectives/Contributions**

This symposium contributes to research on leadership and employee well-being/health in multiple ways. Firstly, research on leadership and well-being/health is systematically reviewed and a framework that can guide future research is proposed. Secondly, studies that offer novel perspectives of the said link and that overcome the shortcomings outlined above are presented. These studies contribute, amongst others, through jointly examining various leadership styles and through discussing leader behaviours that have in this form not yet been considered relevant for employee well-being/health. Furthermore, the effect of leadership on employee well-being/health is examined in the group context and with longitudinal research designs, while previous research that focuses on direct/indirect effects is expanded through considering leadership as a buffer/intensifier of factors that affect well-being/health.

**Research/Practical implications**

The central role of leaders in impacting employee well-being/health in light of the current health epidemic is highlighted. Implications for leadership training and selection are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Outcomes of constructive/destructive leadership***

Th-SYM-532-3

**A multi-level examination of transformational leadership and indirect social influence**

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**Main Abstract Content:** We investigated how transformational leadership behaviors, group potency, and leaders' psychological well-being predicted changes in positive group affective tone, which in turn predicted group members' perceptions of job satisfaction, trust in the supervisor, and turnover intentions. We drew on two waves of multi-source data collected six months apart from 143 individuals working in 30 tax-services groups. Data were analyzed using a 2-2-1 multi-level structural equation model to test direct, indirect, conditional, and conditional indirect relationships.

Transformational leadership had a significant relationship with changes in positive group affective tone over-and-above leaders' psychological well-being. These changes in positive group affective tone related to higher job satisfaction, higher trust in the supervisor, and lower turnover intentions among group members. Also, group potency moderated the relationship between transformational leadership and changes in positive group affective tone, such that transformational leadership had a significant positive relationship with changes in positive group affective tone when groups felt less potent.

The findings suggest that changes in positive group affective tone could represent a mechanism of indirect influence that can be used by transformational leaders to influence the cognitions of their followers and that this indirect influence could be conditional on group potency. To our knowledge this is the first study to consider how transformational leadership relates to changes in positive group affective tone. We also believe this is the first study to consider how group potency neutralizes (moderates) the relationship between transformational leadership and changes in positive group affective tone.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Fr-SYM-960-6

**On the role of within-team variability in laissez-faire: A multi-level model of its antecedents and outcomes**

K. C. Bormann\*, U. Poethke, J. Rowold

**Main Abstract Content:** Purpose:

This study contributes to literature on the teamlevel function of laissez-faire. Specifically, we take a differentiated leadership approach and investigate the role of laissez-faire variability (LFV) defined as variations in employees' laissez-faire perceptions with regard to the same leader. We build on uncertainty management theory to develop a model in which teams size and leader overload positively predict LFV which in turn decreases team performance and individual job satisfaction via causing teamlevel stress.

**Design:**

We collected multi-source data from 330 teams with 2006 employees of an industrial organization. LFV was assessed using within-team standard deviations of laissez-faire ratings.

**Results:**

While teams size positively predicted LFV, overload did not. Furthermore, LFV was negatively related to teamlevel stress beyond mean levels of laissez-faire and transformational leadership as well as transformational leadership variability. Teamlevel stress also negatively affected team performance and individual job satisfaction and mediated the negative indirect relationship between LFV and both outcomes.

**Limitations:**

Due to the cross-sectional design drawing inferences about causal directions of effects is not possible.

**Research/practical implications:**

The results indicate how LFV emerges and why it is a stressor in itself above mean levels of leadership complementing our understanding of the multi-level destructiveness of laissez-faire.

**Originality/value:**

Theory is advanced by underlining the importance of not just showing overall low levels of laissez-faire but also low levels towards each follower to prevent negative consequences.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Fr-SYM-960-5

#### **Laissez-faire leadership in relation to exhaustion: testing role ambiguity and justice as mediators and the attribution of leader blame as a moderator**

A. B. Skogstad\*, G. Notelaers <sup>1</sup>

<sup>1</sup>University of Bergen, Bergen, Norway

#### **Main Abstract Content: Purpose**

The aim of the present study is to study mechanisms explaining the relationship between laissez-faire leadership (LFL) and emotional exhaustion. There is reason to assume that LFL hampers well-being because of experienced role uncertainty and injustice. Hence, the mediational effects of role ambiguity and interpersonal justice were tested. Studies support the notion that attribution of blame for superiors' LFL to the superior himself/herself will strengthen the effect of LFL on outcomes. Accordingly, we tested the moderating effect of this attribution in the relationships between LFL and role ambiguity and interpersonal justice, and in the relationships between role ambiguity and interpersonal justice and exhaustion, respectively.

#### **Design/Methodology**

In 2015 a three wave electronical survey with approx. 3 months intervals was conducted among employees being part time students (n(T1) = 379, n(T2) = 234, and n(T3) = 191).

#### **Results**

Analyses showed that role ambiguity (T2) and interpersonal justice (T2) were significant mediators between LFL (T1) and exhaustion (T3). In addition we found that the attribution of blame for LFL to the leader was a significant moderator between role ambiguity (T2) and exhaustion (T3).

#### **Limitations**

Probably due to a low N the moderating effects of the tested attribution was only significant at the .10-level on the relationship between LFL and interpersonal justice, and on the remaining direct effect between LFL and exhaustion.

#### **Research/practical implications**

Future studies should be conducted in larger samples from various working populations. The results substantiate that leaders should be sensitive to followers need for help and assistance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Fr-SYM-960-4

#### **Passive leadership in a military context. Its relationship with work attitudes and emotional exhaustion**

M. F. Brandebo\*, S. Nilsson, G. Larsson

#### **Main Abstract Content: Purpose**

This paper reports the results of three quantitative studies on destructive leadership in a military context. The aim is to identify (a) which behaviors are considered passive leadership in this type of context, (b) outcomes of passive leadership, and (c) hierarchical differences regarding outcomes of passive leadership.

#### **Design/Methodology**

Questionnaire data was collected from (a) three Swedish military groups ( $n = 428$ ), (b) military personnel in Estonia, Sweden, Switzerland and the Netherlands ( $n = 625$ ), and (c) Swedish military personnel serving in Afghanistan ( $n = 289$ ).

#### **Results**

The results show that passive leadership in a military context is defined as behaviors related to being “passive, cowardly” and “uncertain, unclear, messy”. Passive leadership behaviors had a stronger impact (than active destructive leadership behaviors) on outcomes such as emotional exhaustion and propensity to leave the organization. The results also reveal that passive leadership behaviors are more common on higher hierarchical levels compared to lower.

#### **Limitations**

Limitations related to common method variance, response set tendencies and lack of response rate are discussed.

#### **Research/practical implications**

The results emphasize the importance of focusing on passive leadership behaviors in the research field of destructive leadership. From a practical perspective, implications for military organizations are discussed.

#### **Originality/Value**

Since most of the studies on passive leadership are conducted in civilian settings, the results from this paper contribute with context-specific knowledge about passive leadership in a military setting.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Fr-SYM-960-3

**Testing mediators of the negative effects of passive leadership on mental health and work attitudes**

J. G. Weatherhead\*, J. Barling, A. E. Cloutier, E. Carleton

**Main Abstract Content:** While laissez faire leadership has been treated as the orphan construct in leadership research, receiving precious little attention, this situation is now changing. Specifically, increasing attention is now focused on passive leadership—the failure of leaders to reward followers when they deserve it, or punish them when it is warranted. Studies have consistently shown that both negative leadership and laissez faire leadership exert negative effects on a variety of outcomes, and in this study we focus on two novel factors that could account for this negative effect. Specifically, when followers' positive efforts, or mistakes and errors go unrewarded and unpunished by their leaders, they might assume that their work is unimportant and they are not valued members of the organization. Accordingly, we hypothesize that the negative effects of passive leadership on mental health and work attitudes are mediated by thwarted belongingness and a lack of meaning. We test these hypotheses using a snowballing sample of 89 employed adults who reported on their own leaders' passive leadership behaviors, the two mediating mechanisms (meaningfulness, belonging) and relevant outcome variables across two different time periods separated by a three week-time period. This study has the potential to extend our understanding of why passive leadership exerts negative effects in the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Fr-SYM-960-1

**Precursors and outcomes of laissez-faire leadership, and the exploration of intervening mechanisms**

A. Skogstad <sup>1,\*</sup>

<sup>1</sup>University of Bergen, Bergen, Norway

**Main Abstract Content: State of the Art**

Laissez-faire leadership (LFL) has traditionally been an orphan in leadership research, with few studies examining research questions or hypotheses on LFL per se. However, lately there has been a growing interest in the ‘dark’ sides of LFL by studying possible negative effects of LFL, and by studying the mechanisms explaining how and when LFL is related to attitudinal, effectiveness and health related outcomes.

**New Perspective/Contribution**

This symposium includes five empirical contributions from four European countries and Canada that examine 1) antecedents of LFL as well as 2) attitudinal, performance and health outcomes, and 3) mechanisms (mediators and moderators) which may explain relationships between LFL and outcomes. Hence, these contributions are significant steps in the direction of nuancing research on LFL, and in the development of a whole new research field.

**Conclusion and Implications for Research/Practice**

The five studies included in this symposium add to our knowledge on LFL. The findings clearly indicate that LFL is not a zero-type of leadership as regards consequences, but is associated with serious negative consequences for those exposed as well as for their organizations. Further, the studies contribute to explaining how and when LFL is related to attitudinal, performance and health outcomes. For both theory and practice, these findings substantiate the importance of more research on laissez-faire leadership, both as regards study variables, advanced research designs and the use of samples from different working populations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Fr-SYM-960-2

#### **Passive and ethical leadership in relation to burnout: the mediating effect of role stressors and the moderating effect of follower distrust**

A. H. B. de Hoogh\*, J. T. Vullingsh , D. N. Den Hartog

#### **Main Abstract Content: Purpose**

Burnout, a negative affective response to chronic work stressors, has important ramifications for employees and organizations. Known antecedents of burnout include individuals' sense of control, social support and perceptions of unfairness at work. However, the role of leadership and especially the role of (un)ethical aspects of leadership have received little attention. We test whether passive and ethical leadership relate to follower burnout and whether role clarity and role overload mediate these relationships. Additionally, we examine whether relationships differ depending on follower trait distrust. Distrustful people show higher vigilance, which makes them particularly attentive to (un)ethical behavior of their leaders

#### **Design/Methodology**

To test our hypotheses, we conducted a multi-level field-study among Dutch office workers (N=386) of different departments of a large retail organization.

#### **Results**

As hypothesized, we found a respective positive and negative relationship of passive and ethical leadership with burnout. Furthermore, we found that both of these relationships are mediated by role clarity and role overload. The results also showed a moderating effect of distrust, such that the negative relationship between ethical leadership and burnout is stronger for followers high on distrust.

#### **Limitations**

Cross-sectional (multi-level) self-report data.

#### **Research/Practical Implications**

Considering the negative consequences of burnout for individuals, organizations, and society, enhancing our understanding of the antecedents of burnout is important.

#### **Originality/Value**

The present research contributes to the literature by providing an examination of how passive and ethical leadership relate to follower burnout.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-SYM-1756-2

## **Responding with Creativity to Adversity: The Dialectics of Action versus State Orientation**

R. Bledow\*, J. Kühnel, J. Kuhl, M. Jin

### **Main Abstract Content: Purpose**

We argue that creativity frequently unfolds in response to adverse experiences such as failures and setbacks. People with a dialectical orientation who neither readily let go of adverse experiences (action orientation) nor tend to get stuck with adverse experiences (state orientation) display creativity consistently. By contrast, action- and state-oriented individuals display creativity only under supportive contextual conditions. To be creative, action-oriented individuals require high job autonomy, whereas state-oriented individuals depend on feeling related to their social work context.

### **Design/Methodology**

We conducted an experiment with 148 participants and a field study with 314 employees and supervisor ratings of creativity to test hypotheses.

### **Results**

In support of our hypotheses, the experiment showed a curvilinear relationship between action versus state orientation and creativity after participants focused on an adverse experience. Participants with a dialectical orientation displayed high creativity. The field study replicated the curvilinear relationship between action versus state orientation and creativity. Features of the work context moderated this relationship: Participants with a dialectical orientation were consistently creative, whereas action-oriented participants were creative when job autonomy was high, and state-oriented participants were creative when they experienced relatedness.

### **Limitations**

The cross-sectional design of the field study limits causal inferences.

### **Research/Practical Implications**

Focusing on an adverse experience can elicit high creativity for individuals with a dialectical orientation. Action and state-oriented individuals require different forms of contextual support to be creative.

### **Originality/Value**

Our study is the first to examine the relationship between action versus state orientation and creativity at work and introduces the concept of a dialectical orientation.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Performance and productivity***

### ***Performance***

Th-SYM-1756-3

### **Procrastination at Work: The Roles of Cognitive Appraisals and Self-Control Effort**

R. Prem <sup>1,\*</sup>, O. Weigelt <sup>2</sup>, T. Scheel <sup>3</sup>, K. Hoffmann <sup>2</sup>, C. Korunka <sup>1</sup>

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#### **Main Abstract Content: Purpose**

The goal of the present study was to investigate the within-person processes that link job demands and job resources to procrastination at work. Procrastination can be described as a quintessential form of self-regulation failure that results in delays in the initiation or completion of intended activities. We hypothesized that employees' cognitive appraisals of their daily work situation as a challenge and/or as a hindrance affects their self-control effort to overcome inner resistances and that higher self-control effort results in increased risks for procrastination at work.

#### **Design/Methodology**

As we were interested in within-person effects, we conducted a diary study with three measurement occasions per workday. Overall, a total of 762 day-level data sets from 110 participants were analyzed.

#### **Results**

Multilevel mediation analyses revealed negative serial indirect effects of time pressure and problem-solving demands on procrastination via increased challenge appraisal and subsequently reduced self-control effort. Time pressure also had a positive serial indirect effect on procrastination via increased hindrance appraisal that led to increased self-control effort, whereas job autonomy had a negative serial effect on procrastination via decreased hindrance appraisal followed by decreased self-control effort.

#### **Limitations**

As our study relied on self-report measures, common method bias cannot be ruled out completely.

#### **Research/Practical Implications**

The results of our study demonstrate that cognitive appraisal processes have an impact on self-control effort as well as self-regulatory failure in work settings.

#### **Originality/Value**

Using a diary study design, we were able to investigate within-person processes that link job demands and job resources to procrastination at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-SYM-1756-1

#### **Self-regulation at work: New theoretical perspectives and empirical findings**

J. Kühnel<sup>1,\*</sup>

<sup>1</sup>Ulm University, Ulm, Germany

#### **Main Abstract Content: State of the Art**

A self-regulation perspective is essential for furthering the understanding of performance and well-being at work (e.g., Beal et al., 2005; Lord et al., 2010; Vancouver et al., 2000). Self-regulation comprises the processes through which individuals initiate and manage goal-directed actions to accomplish work tasks. Self-regulation is particularly important when individuals face demanding situations. This symposium brings together researchers looking at diverse phenomena that can be observed in response to demanding situations — such as creativity, procrastination, and work engagement — by adopting a self-regulation perspective.

#### **New Perspectives/Contributions**

Five presenters from different institutions and three countries will present their empirical work on how experiences that put demands on employees' self-regulation are related to well-being, engagement, procrastination, and creativity at work. They identified boundary conditions under which demands on self-regulation are successfully met, and/or explaining mechanisms. More specifically, Konze et al. investigated when emotional dissonance is related to subsequent ego-depletion at work. Bledow et al. identified individual differences in how people respond to adverse events and work characteristics as factors that influence creativity at work. Diestel et al. investigated when coping with self-control demands results in engagement at work. Prem et al. and Kühnel et al. investigated antecedents of day-specific fluctuations in procrastination, seen as an indicator for self-regulatory failure. The contributions cover diverse methodological approaches, ranging from daily diary field studies to an experiment and a cross-sectional field study with supervisor ratings.

#### **Research/Practical Implications**

The presenters will highlight implications for research and practice on how to understand and foster well-being, creativity, procrastination, and work engagement from the perspective of self-regulation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-SYM-1756-4

## **Implicit Theories about Willpower as a Moderator of the Adverse Effect of Daily Emotional Dissonance on Ego-Depletion**

A.-K. Konze <sup>1,\*</sup>, W. Rivkin <sup>1</sup>, K.-H. Schmidt <sup>1</sup>

<sup>1</sup>Leibniz Research Centre For Working Environment And Human Factors At The Technical University Of Dortmund, Dortmund, Germany

### **Main Abstract Content: Purpose**

Recent studies have demonstrated that peoples' implicit theories about willpower (whether willpower is seen as a limited vs. nonlimited resource) influence the adverse effects of self-control processes on psychological well-being. However, these findings have not yet been examined in occupational settings where employees increasingly face emotional dissonance, which involves exerting self-control. Integrating recent laboratory findings on implicit theories about willpower and arguments brought up by the strength model of self-control, we propose that employees who believe that willpower is a nonlimited resource feel less depleted after experiencing emotional dissonance than employees who believe that willpower is a limited resource.

### **Design / Methodology**

In a diary study covering ten working days (N=71), we examine implicit theories about willpower, emotional dissonance, and ego-depletion.

### **Results**

We conducted multilevel analyses with MLwiN. Our results show that believing in a nonlimited resource theory buffers the adverse effect of emotional dissonance on ego-depletion measured at midday, but not on ego-depletion in the evening.

### **Limitations**

More research in the occupational context is needed to shed light onto the long-term effects of implicit theories about willpower.

### **Research/Practical Implications**

While some scholars have praised the benefits of believing in a nonlimited resource theory, this study comes to a more differentiated conclusion. When short-dated effects of self-control processes are considered, it is beneficial to believe in nonlimited resources. This belief, however, is not sufficient to reverse delayed effects of self-control processes.

### **Originality/Value**

We examine ego-depletion from a within-person perspective to analyze how the moderating effect of implicit theories about willpower changes in the course of a day.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-SYM-1756-5

### **Procrastination at Work: When Work is Misaligned with Chronotype**

J. Kühnel<sup>1,\*</sup>, R. Bledow<sup>2</sup>, J. Günzer<sup>1</sup>

<sup>1</sup>Ulm University, Ulm, Germany, <sup>2</sup>Singapore Management University, Singapore, Singapore

#### **Main Abstract Content: Purpose**

The goal of this study is to show the relevance of shift work, sleep and preference for sleep-wake-timing (chronotype) for procrastination. Procrastination is the tendency to delay the initiation or completion of work activities, and can be seen as an indicator of self-regulatory failure. Working during the night, that is, during human's biologically preferred sleeping window, draws upon self-regulatory resources. Employees should be prone to self-regulatory failure, that is, to procrastination, the more their work shift overlaps with their biologically preferred sleeping window. Moreover, procrastination should depend on day-specific sleep characteristics: On days with impaired sleep, employees should procrastinate more.

#### **Design/Methodology**

Sixty-six employees working in permanent morning, evening, or night shift completed two daily questionnaires — before and after their work shift — for about five work days, resulting in 332 days.

#### **Results**

Results of multilevel analyses showed that the interplay of chronotype and work shift predicted procrastination, indicating that employees procrastinated more if their work shift was misaligned with their chronotype. On days employees slept longer and better (compared to days with shorter and worse sleep) they indicated to have more resources available before going to work and procrastinated less at work. Having resources available was especially important for employees working night shift.

#### **Limitations**

Generalizing results should be done with caution because data was collected in one company.

#### **Research/Practical Implications**

To support self-regulation at work, shift work should be aligned with employees' chronotype.

#### **Originality/Value**

This is the first study showing that working in (mis-)alignment with one's preference for sleep-wake-timing is related to procrastination.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-SYM-1756-6

### **The interplay of trait self-control, mean and dispersion levels of day-specific mindfulness in coping with day-specific self-control demands**

S. Diestel\*, W. Rivkin<sup>1</sup>, L. Gombert<sup>1</sup>, K.-H. Schmidt<sup>1</sup>

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#### **Main Abstract Content: Content: Purpose**

Drawing from Personality-System-Interaction-Theory, we propose that mindfulness as a psychological state of receptiveness and awareness enables access to the integrative self, which involves mechanisms of protective resilience. Our conceptualization of mindfulness implies high mean and low dispersion levels of mindfulness to reflect a strong and consistent access to the integrative self, whose characteristics allows for coping with demands and stabilizing work engagement. In addition, we introduce trait self-control as a person-related boundary condition of the moderating effects of mean and dispersion levels of mindfulness, which should attenuate the negative effects of self-control demands on engagement. Particularly, in cases of high trait self-control, the relations of demands to engagement should be attenuated as a function of high mean and low dispersion of mindfulness (4-way-interaction).

#### **Design/Methodology**

We analyzed (two diary studies: ten working days) moderating effects of trait self-control (level 2) on the cross-level-interaction of mean as well as dispersion level of mindfulness (aggregated: level 2) and day-specific self-control demands (level 1) on work engagement (level 1).

#### **Results**

Multi-level modeling revealed significant 4-way-interactions with patterns corresponding to expectations: When trait self-control was high, the negative day-specific relations of demands to engagement were buffered as a function of increasing mean and decreasing dispersion levels of mindfulness, whereas under conditions of low trait self-control, mindfulness did not moderate these relations.

#### **Limitations**

Correlational designs do not allow for strong causal conclusions.

#### **Research/Practical Implications**

Mindfulness and self-control share similar mechanisms, which should be simultaneously addressed in interventions.

#### **Originality/Value**

Our findings provide insights into the dynamic interplay of self-control and mindfulness.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Performance***

Th-SYM-1061-3

**THE CONCEPT STRUCTURE OF AN INTERNATIONAL NEW VENTURES FIELD**

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<sup>1</sup>University of Business, Poznań, Poland

**Main Abstract Content: PURPOSE**

Traditional literature analysis is time consuming, what in the light of the increase in the number of scientific journals and the decrease in the time academics have to read them, calls for the use of more qualitative tools. This paper presents analysis research in the international entrepreneurship subfield of international new ventures research. We apply co-word analysis, burst detection and science mapping to reveal and visualize the underlying conceptual structure.

**DESIGN/METHODOLOGY**

Using articles from the Web of Science database, 404 publications published in SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH and ESCI outlets between 1994 and 2016 period were extracted and included in the analysis. To identify clusters we use the VOS mapping technique (Van Eck and Waltman 2007; Van Eck et al. 2006) implemented in VOSviewer software (Van Eck & Waltman 2010). To identify the emerging and fading themes Kleinberg's (2002) burst detection algorithm is adapted implemented in CiteSpace software (Chen 2004, 2006).

**RESULTS**

We found that the network is fragmented with a strong identity of keywords. A total of 13 clusters were identified, representing the major themes in the selected body literature. It also revealed the fading, emerging, and central themes.

**LIMITATIONS**

The study is based on the information provided in keywords from the abstract, included in the title of articles and keywords provided from authors.

**RESEARCH/PRACTICAL IMPLICATIONS**

The use of described methods brings a new perspective to the issue of rapid building a conceptual structure.

**ORIGINALITY/VALUE**

The study highlights the conceptual structure of an international new ventures subfield.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-SYM-1061-4

## **THE ROLE AND INFLUENCE OF ADULT ATTACHMENT STYLES IN UNDERSTANDING PERCEPTIONS OF WORK PERFORMANCE**

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### **Main Abstract Content: PURPOSE**

It is suggested that people seek interconnectedness and pyramidal organising of networks in the firm belief that unfragmentation fosters innovation, historical analyses reveal that it is defragmentation that has consistently resulted in major innovations across times and cultures. However, from an individual difference paradigm, and specifically the Adult Attachment view, individuals will respond and engage differently in the organising of work and the perceptions of performance and the worth of others in the organisation and networks. Adult attachment styles have been increasingly applied to the workplace (Harms, 2011), and specifically to groups and teams (e.g., Smith, Murphy, & Coats, 1999). Work in this area has noted that differences interactions in networks and with teams, and that attachment maybe the basis of engagement.

### **DESIGN/METHODOLOGY**

To test these assumptions, a sample of those working in teams in a workplace was explored, and a sample of 270 was obtained

### **RESULTS**

Using regression and the PROCESS macro from Hayes (2013), a key role for one attachment style was found in relation to engagement with others and perceptions of own and others performance

### **LIMITATIONS**

The study was a cross-sectional study

### **RESEARCH/PRACTICAL IMPLICATIONS**

The use of attachment theory brings a different perspective to the issues of interconnectedness, workplace complexity and how individuals interact in these processes

### **ORIGINALITY/VALUE**

The study highlights the role of attachment differences in areas such as networks, information sharing, performance and team working.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-SYM-1061-5

## **"WHAT DO YOU EXPECT?": THE COMPLEXITY OF CONTRACTING IN SUPPLY CHAINS**

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### **Main Abstract Content: PURPOSE**

Legal contracts are widely used to govern inter-organisational relationships in the supply chain context. Collaborative relationships may utilise additional relational governance structures (e.g., BS11000). This study investigated if psychological contract theory, more usually identified with the employer / employee relationship, can be applied to the inter-organisational context. Do complex psychological contracts provide the foundations of legal contracts, relationship agreements, collaboration and relational resilience?

### **DESIGN/METHODOLOGY**

The research was undertaken in a complex European supply chain in the pharmaceutical industry and consisted of semi-structured interviews with key decision makers. The interviews explored a 'critical incident' that caused operational problems but did not breach legal contract.

### **RESULTS**

The research found that psychological contracts exist in supply chains and their content can be identified. Expectations extend beyond even very specific legal contract terms. Breach of expectation can impact collaborative approach and contract continuity. Violation is personal and can impact personal wellbeing. Violation intensity can be influenced by position in the organisation.

### **LIMITATIONS**

Uni directional (Buyers view only).

### **RESEARCH/PRACTICAL IMPLICATIONS**

The findings suggest that implicit expectations can be made explicit. Potential practical applications include improved supply chain partner selection, more accurate collaborative relationship business case financials, improved legal contracting, reduced contractual confrontation and improved relationship resilience.

### **ORIGINALITY/VALUE**

The application of the psychological contract metaphor to the collaborative supply chain context. The supply chain literature discusses matters of trust in professional relationships but does not differentiate the key elements of psychological contracts; expectation, promise, need and belief.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Performance and productivity***

***Performance***

Th-SYM-1061-6

**"WE'RE HERE TO HELP YOU": AUDITORS' REFLECTIONS ON THE AUDIT RELATIONSHIP**

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**Main Abstract Content: PURPOSE**

The relationship between auditors and auditees in performance auditing requires auditors to blend their strict accountability role with the supportive advice-giving role of the consultant. This study explored the complex relational processes at play through auditors' representations of their experiences with the aim of identifying distinct psychological assets within the relational model.

**DESIGN/METHODOLOGY**

Eight experienced performance auditors working in a public sector audit organisation were interviewed on the nature of their relations with auditees and the psychological attributes they considered important to develop and maintain a healthy professional relationship. Thematic analysis was used to identify the key patterns and elements in their accounts.

**RESULTS**

Six psychological assets were identified as being employed by auditors: independence, competence, positive personal attributes (integrity, trust and openness), fairness, collaboration, and positive change. Four meta-processes also underpinned the audit practice (negotiating, collaborating, assessing and judging, and influencing). Different assets were salient in different stages of the audit process and in some instances traded-off against one another.

**LIMITATIONS**

Sample size.

**RESEARCH/PRACTICAL IMPLICATIONS**

The findings suggest that this relationship consisting of defined processes, undergoes predictable phases, the success of which is affected by the deployment of specific psychological assets, process reversals, and the occurrence of leakage or continuance across the stages.

**ORIGINALITY/VALUE**

The mapping of this complex professional relationship in terms of processes and assets is a key step in developing a model of processes and auditors' psychological attributes.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Performance***

Th-SYM-1061-7

**RECIPROCAL AND LAGGED EFFECTS BETWEEN FLOW AND AFFECT IN INDIVIDUAL PROJECT WORK:  
THERE IS NO FREE LUNCH**

G. B. Moneta\*

**Main Abstract Content: PURPOSE**

Flow is theorized to foster positive affect. However, few studies found lagged effects of flow on affect, and none focused on a single work endeavor. Moreover, based on the mood-as-input and broaden-and-build models, also affect should influence flow. This study examined contingent and reciprocal lagged effects between flow and affect in individual project work.

**DESIGN/METHODOLOGY**

Ninety-five professionals who engaged in an individual work project lasting 2-14 days completed an online survey daily for the duration of the project. Each survey included the Short Flow in Work scale and I-PANAS-SF with reference to the experience participants had working on the project that day.

**RESULTS**

Multilevel models revealed a same-day positive association between flow and positive affect and a same-day negative association between flow and negative affect. Flow did not predict positive affect in the following day but predicted more negative affect. Positive affect predicted more flow, and negative affect less flow in the following day.

**LIMITATIONS**

Sample size.

**RESEARCH/PRACTICAL IMPLICATIONS**

The findings suggest that positive affect is an antecedent of flow, which in turn is an antecedent of negative affect.

**ORIGINALITY/VALUE**

This study challenges the dominant view of flow as a promoter of both performance and subjective well-being, and suggests for the first time that positive emotions pave the way to flow, but the enhanced cognitive efficiency characterizing flow comes at the price of experiencing negative emotions afterwards. Understanding that flow implies trade-offs between performance and well-being can help to accept negative emotions as “part of the deal” at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-SYM-1061-1

## **CONSTRUCT VALIDATION OF A WORK ENVIRONMENT COMPLEXITY SCALE: YES, IT IS COMPLEX – BUT WHAT IS COMPLEX?**

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### **Main Abstract Content: PURPOSE**

“Complexity” is a term often used to describe modern working environments in organizations. Few studies have, however, approached the question of how to define and measure “work environment complexity” from the perspective of leaders and employees, and there is no integrated instrument for measuring the construct. This study aims to validate a concise scale for measuring work environment complexity in today’s organizations.

### **DESIGN/METHODOLOGY**

A preliminary scale was created by adapting 9 items from previous studies, and reducing it to a 7-item scale designed to measure frequent change, unpredictability, and challenging work contexts. The scale was administered to a sample of employees (n=305), and two samples of leaders (n=53, n=77), of which the second completed the scale twice, 5 months apart while their organization was undergoing a major change.

### **RESULTS**

Exploratory and confirmatory factor analyses on the leaders samples revealed good two-factor structure, with correlated factors labeled “Frequent Change and Events” and “Uncertain Work Demands” also across repeated administrations of the scale. However, the scale showed poorer construct validity on employees.

### **LIMITATIONS**

Sample size.

### **RESEARCH/PRACTICAL IMPLICATIONS**

The findings suggest that work environment complexity for leaders can be measured validly and reliably using the 7-item scale.

### **ORIGINALITY/VALUE**

This study approaches the clarification of the omnipresent, yet vague term of “complexity” in modern working environments, and proposes for the first time a scale for measuring validly and reliably the complexity leaders face in today’s organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Performance***

Th-SYM-1061-2

**WORK COMPLEXITY: CHANGE, STAGE PROCESSES, AND TRADE-OFFS**

G. B. Moneta\*

**Main Abstract Content:** STATE OF THE ART

Work in contemporary organizations is ever more complex due to numerous factors, including globalization, technological progress, and financial volatility. These factors increase the conflicting needs for more cooperation and competition, and determine a state of continuous change, permeable job roles, and growing demands for productivity. This symposium gathers contributions from a mix of academics and practitioners identifying individual and relational, processes that support adaptiveness and performance in challenging work contexts.

**NEW PERSPECTIVES/CONTRIBUTIONS**

Teresa Bezler presents the validation of a new scale measuring work complexity. Piotr Dzikowski evaluates through biometric analysis the degree of fragmentation of the international entrepreneurship subfield of international new ventures research. Gary Pheiffer examines the counterintuitive way employees' adult attachment styles contribute to engagement with teams and the organization. Ray Millican shows through interviews of critical incidents that supply chains have influential psychological contracts hidden behind legal contracts. John Sweeney identifies through interviews, the different stages of performance auditing, each requiring specific personal resources and often imposing trade-offs between them. Giovanni Moneta explores the counterintuitive dynamics of flow and affect in individual project work. These contributions highlight the multileveled nature of work complexity.

**RESEARCH/PRACTICAL IMPLICATIONS**

This symposium advances that work complexity involves trade-offs at the individual, relational, and organizational levels. In ever more complex work environments, job roles change subtly and swiftly to the extent that off-role behavior may become more important than in-role behavior. Understanding work complexity may help to revise the definition of the constructs of employees' performance and employees' well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

Fr-SYM-2277-6

**Age and personal growth at work: The moderating role of transformational leadership on teachers' self-efficacy and thriving**

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**Main Abstract Content: Purpose**

It is increasingly being discussed how to promote personal growth in organizations for employees of all ages. In the present study we investigated whether teachers' age relates to thriving at work (i.e., the joint experience of vitality and learning). Moreover, we examined whether transformational leadership of the school principal helps especially older teachers to experience a sense of self-efficacy and, in turn, to thrive at work.

**Design/Methodology**

This mediated moderation model was tested with a two-wave-study (time lag 3 months) among 155 high-school teachers in Germany.

**Results**

Path modelling revealed no direct relationship between teachers' age and thriving. However, as expected, transformational leadership moderated the relationship between age, teacher-related self-efficacy, and thriving; age was associated with a decrease in self-efficacy and thriving when the school principals were less engaged in a transformational leadership style. When school principals showed transformational leadership behaviors, age was neither associated with self-efficacy nor thriving. Moreover, self-efficacy mediated this relationship; age was associated with a decrease in self-efficacy across the school term, which, in turn, related to a decrease in thriving when transformational leadership was low.

**Limitations**

Our design did not include a third measurement which allows to separate measurement error from the change in the outcome variables.

**Research/Practical Implications**

Transformational leadership is especially helpful for older teachers by fostering their self-efficacy which provides more opportunities to thrive.

**Originality/Value**

To our knowledge, this study is the first to investigate whether and how age relates to personal growth at work by identifying moderating and mediating mechanisms.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

Fr-SYM-2277-4

**The moderating role of daily learning demands in the effects of daily time pressure on employees' cognitive appraisals and thriving at work**

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**Main Abstract Content: Purpose**

The present study set out to explore the interplay of learning demands and time pressure on cognitive appraisals (challenge, hindrance) and thriving (learning, vitality) in daily working life. It was assumed that the effects of daily time pressure on employees' cognitive appraisals would be more favourable in the presence of higher (vs. lower) levels of learning demands. Further, it was assumed that daily learning demands would also moderate the indirect effects of daily time pressure on daily thriving at work via employees' cognitive appraisals.

**Design/Methodology**

Data from a diary study with three measurement occasions per workday were analyzed. Overall, a total of 376 day-level data sets from 124 knowledge workers were available.

**Results**

Multilevel analyses revealed that daily time pressure only affected daily challenge appraisal and daily hindrance appraisal when daily learning demands were low (vs. high). Multilevel moderated mediation analyses further showed that daily learning demands also moderated the indirect effect of daily time pressure on learning at work via challenge appraisal as well as the indirect effect of daily time pressure on vitality at work via hindrance appraisal.

**Limitations**

Because the study relied on self-report measures, common method bias cannot be ruled out.

**Research/Practical Implications**

The results demonstrate that intensified job stressors, like time pressure and learning demands, may have non-additive day-level effects on employees' cognitive appraisal processes as well as their thriving at work.

**Originality/Value**

Using a diary study design, the present study explored the interplay of learning demands and time pressure in daily working life.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

Fr-SYM-2277-1

**Demands and resources for learning, self-regulation and flexibility: Time-lagged relationships with indicators of self-actualization at work**

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<sup>1</sup>University of Innsbruck, Innsbruck, Austria

**Main Abstract Content: Purpose**

Extending conventional models of work characteristics, this study examines time-lagged effects of new job demands and their interactions with matching job resources on indicators of self-actualization at work.

**Design/Methodology**

Two waves of an online survey (time lag: 1 month) provided data of N=732 employees (57.8% women; mean age: 38.9 years; 59.7% highly educated; 30.9% supervisors). Analyses included six work analysis scales, tapping requirements and resources for learning, self-regulation, and flexibility, and three indicators of self-actualization– intrinsic work motivation, meaning in work, and occupational self-efficacy. Reliabilities were satisfactory (t1:  $\alpha=.70-.89$ ; t2:  $\alpha=.77-.91$ ) and CFA results indicated structural validity.

**Results**

Regressions were integrated in a path model, controlling for gender, age, education, and position. Examined job demands and resources had meaningful associations with all three outcomes. Interactive effects of learning requirements and learning resources explained additional variance in motivation and self-efficacy. Core effects remained significant after controlling for outcomes at t1.

**Limitations**

The short time-lag between waves translated into high autocorrelations of outcomes, raising the methodological bar for detecting effects of job demands and resources. Further, presented analyses do not include job stressors.

**Research/Practical Implications**

To promote employee thriving and self-actualization, more attention should be paid to the specific configurations of new job demands and resources in different domains. Work design should seek to balance requirements and supplies for learning, self-regulation and flexibility.

**Originality/Value**

This study suggests an innovative model of domain-specific job demands and resources and present longitudinal evidence on their main and interactive effects on self-actualization at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

Th-SYM-1327-1

**When career dissatisfaction leads to job crafting: The role of self-efficacy and job social support**

H. Wang\*

**Main Abstract Content:** • Purpose

Career dissatisfaction could be a trigger for employees to make positive change at work (e.g., coming up with new ways of doing work). In this study, I examine the conditions under which career dissatisfaction will lead to job crafting in the forms of changing task and relational boundaries of the work. I theorize that employees' personal resources (i.e., occupational self-efficacy) and job resources (i.e., social support from coworkers and supervisors) will interact with career dissatisfaction to result in job crafting.

• Design/Methodology

Survey data were collected in a two-wave sample of 246 Chinese employees.

• Results

As hypothesized, employees with high career dissatisfaction exhibited the highest physical and relational job crafting when their self-efficacy and job social support were both high.

• Limitations

The study was based on self-reported measures, which might raise concerns of common-method bias.

• Research/Practical Implications

In the contemporary organizations where there is an increased need for employees' self-initiated innovative efforts, career dissatisfaction might be an opportunity for encouraging change. By presenting social support at work managers may be able to transform employee career dissatisfaction into job crafting, which may eliminate the source of dissatisfaction and improve employee work well-being.

• Originality/Value

The present study provides interesting implications for positively managing employee career dissatisfaction and job crafting in organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employment relations***

### ***Power and influence***

Th-SYM-1644-3

#### **Personality type as a key element of social influence**

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#### **Main Abstract Content: Purpose**

In all organizations, influence is used to get things done. Effective leaders seem to master the art of influencing others to follow their vision of the future. However, the approaches used vary from leader to leader, and are as often failures as they are successful. A key element of successful influence may be personality type. The present study demonstrates how MBTI® based personality type plays a key role in both influencing and being influenced, and how considering personality differences can lead to more effective and influential communication

#### **Design/Methodology**

Using a global sample, a mixed method approach (interviews and surveys) was used. Qualitative data was gathered using semi-structured interviews, and analyzed using phenomenology. The quantitative data was analyzed using non-parametric methods.

#### **Results**

Personality type was found to be a key element of influence strategies, particularly the cognitive functions related to type.

#### **Limitations**

Measures were self-report.

#### **Research/Practical Implications**

The study demonstrates a relationship between personality type and influence. It also suggests directions for future research demonstrating differential efficacy of influence attempts based on type preferences.

#### **Originality/Value**

This study is the first to examine influence tactics based on personality type, and demonstrates that people differ in their approach and receptivity to influence based on personality type.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

Th-SYM-2390-1

#### **Fostering resource recovery through virtual realities**

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#### **Main Abstract Content: Purpose.**

Contact to nature can promote recovery - even by merely simulating the environment. Experiencing softly fascinating nature has been shown to restore depleted cognitive and affective resources (Kaplan, 1995). However, extraordinary nature is perceived as awe-inspiring and also increases positive affect. We assume that recovery effects of technology-provided nature may vary depending on presented natural environment. In particular, extraordinary nature (vs. soft nature) should be perceived as more fascinating, leading to stimulation, while soft nature should facilitate relaxation compared to extraordinary nature.

#### **Design/Methodology.**

Three samples were and will be collected: students (N=56, between-subject design), night workers (N=26; within-subject design), and knowledge workers (currently collected). Participants watched a 360 degree video of soft and extraordinary nature using a head mounted display and reported their perceived fascination (post) and their affective state (pre-post).

#### **Results.**

The results support the idea that extraordinary nature was perceived as more fascinating than soft nature, which indirectly induced stimulation.

**Limitations.** The same virtual realities of mundane and extraordinary nature were used in all studies. All measures were self-reported.

#### **Research/Practical Implications.**

This research highlights the utility of integrating research on organizational and environmental psychology with new technologies to design attractive and effective interventions building on virtual nature contact.

**Originality/Value.** To our knowledge, this is one of the first studies testing HMDs for break interventions in a work context. Moreover, it contributes to the understanding of different recovery reactions, in particular stimulation and relaxation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

Sa-SYM-1369-1

#### **Abusive leadership: A matter of actual behaviour or followers' subjective perception bias?**

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**Main Abstract Content:** Purpose: There is a growing interest in understanding perception and emergence of destructive leadership. Abusive supervision is explicitly defined as follower perception and ratings are interpreted as actual leader behavior. It is an open question in how far followers' ratings reflect actual behavior or is prone to perceiver biases caused by categorization (Lord & Emrich, 2001) or negative affectivity, and cynical attribution (Zhang & Bednall, 2015). Moreover there are concerns with causality: followers' poor performance may lead to negative reactions of the leader which are perceived as abusive.

Design/Methodology: This study with N = 310 employees used a vignettes to examine the influence of leadership behaviours (constructive, laissez faire, low and high abusive) and followers' characteristics (e.g., suspicion, dark triad) on the perception and the reaction. Manipulating the behaviour allows separating followers' and leaders' effects, and controlling for causality. An additional study using a similar approach, included attribution processes (external – internal).

Results: As expected, the results showed that the variation of leadership behavior results in systematic differences in perception and reaction. We also found that the relationship between displayed abusive supervision behaviors and reactions (quitting, anger, complaining, and acceptance) were mediated by perception. Contrary to expectations followers' personality did not impact perception or reaction.

Limitations: The external validity of vignettes may be limited.

Research/Practical Implications: The study underpins the validity of follower ratings as a appropriate reflection of abusive leadership.

Originality/Value: This is the first study to detangle effects of leader behavior and follower perception bias.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Interventions***

***Prevention and intervention***

Sa-SYM-1369-2

**Perceptions of Abusive Supervision as a Consequence of Personal and Contextual Uncertainty: The Role of Core Self-Evaluations and Psychological Safety**

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**Main Abstract Content:** Purpose: Recent research on conditions of abusive supervision has started to acknowledge the perceptual character of the abusive-supervision construct. However, recent research on abusive supervision perceptions has focused on the role of characteristics of the individual follower and has investigated variables such as follower personality as a factor of abusive supervision perceptions. In our study, we extend this stream of research and investigate the role of personal and situational uncertainty (core self-evaluations and psychological safety) as antecedents of the perception of abusive supervision.

Method: We investigated these relationships in three independent studies – one cross-sectional study (N1 = 166), and two two-wave studies (N2 = 142; N3 = 164).

Results: We found psychological safety in Study 1 and core self-evaluations in Study 2 to be negatively related to perceptions of abusive supervision. In Study 3, we additionally found an interaction between core self-evaluations and psychological safety in a way that both are positively related to perceptions of abusive supervision, but may substitute for each other. This means that core self-evaluations were only related to abusive supervision perceptions if psychological safety was low and vice versa.

Limitations: We are not able to determine the degree to which abusive supervision perceptions are based on real behavior of supervisors.

Future research/practice: Future studies should use an experimental approach, for example vignettes, in order to control the level of abusive supervision behavior.

Originality/value: This study is among the first to explore the role situational uncertainty as a determinant of abusive supervision perceptions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

Sa-SYM-1369-3

#### **How cooperative leaders engage in more abuse when they have competitive subordinates.**

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**Main Abstract Content:** Purpose: In recent years, research on destructive leadership, particularly abusive supervision has burgeoned due to its increasing prevalence. Surprisingly, few studies have investigated dispositional predictors of abusive supervision and no research has considered the joint influences of dispositions of employees and their supervisors. We explore the interactive effects of employees' and their supervisor's social value orientations on employees' perceptions of abusive supervision and performance.

Design: We tested our hypothesized cross-level moderated mediation model on a three-level dataset comprised of 472 employees and 121 supervisors across 45 organizations from health, service, tourism, and retail industries operating in Portugal.

Results: Employees' prosocial orientation was negatively related to their perceptions of abusive supervision. Further, this relationship was moderated by supervisor's social value orientation such that reduced prosociality (i.e., being proself) was associated with increased abusive supervision only when the supervisor was prosocial. Finally, this interactive effect extended to in-role performance. Thus, proself employees who report to prosocial supervisors appear to have lower in-role performance due to their experience of greater abusive supervision.

Limitations: The cross-sectional design of our study does not allow us to make causality inferences.

Research/practical implications: It deepens our knowledge of the dispositional predictors of abusive supervision, particularly the (mis)match between their social value orientation.

Originality/value: The effect of SVOs in social interactions in organizational contexts remains largely unknown which, given the strong effect found in other social contexts, is a 'black box' worth looking into.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

Sa-SYM-1369-4

#### **The Tickle Down-Effect of Destructive Leadership**

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**Main Abstract Content:** Purpose: Field research indicates that destructive treatment from one's supervisor may result in heightened destructive leadership (DL) towards one's own subordinates (e.g., Mawritz et al. 2012). The present study examines this "trickle down-effect" in an experimental lab setting. Based on resource depletion research, we expect that a focal leader's reduced self-regulatory resources (SRR) will exacerbate a) perceptions of DL from higher-level supervisors and b) the perpetration of DL towards the leader's own subordinates.

Design/Methodology: We conducted a 2x2 factorial experiment with the factors "behaviour of higher-level supervisor" (destructive vs. neutral) and "level of SRR" (high vs. low). 58 participants first worked on a resource manipulation task. This was followed by a scenario task, which put participants into the role of a middle manager and manipulated the behaviour of the higher-level supervisor. Participants first rated the leadership style of the portrayed supervisor, then wrote work assignments for their (fictitious) followers. These assignments were later rated regarding their unfriendliness and hostility.

Results: Results show significant main effects for "behaviour of higher-level supervisor": destructive behaviour led to higher perceptions of DL and more unfriendliness/hostility towards subordinates than neutral behaviour. However, no interaction effects with "level of SRR" were found.

Limitations: Scenario study, student sample.

Research/Practical Implications: The study supports the trickle down-assumption of DL, but did not find evidence for an exacerbation of effects through resource depletion.

Originality/Value: This is to our knowledge the first experimental replication of trickle-down effects of DL and the first to test for exacerbating effects of resource depletion.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Performance and productivity*

*Productivity*

Fr-SYM-529-3

**Complexity Solving Skills and Regional Economic Growth**

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**Main Abstract Content: Purpose.** We investigate the disparity of regional economic development in Europe using a novel measure of human capital (HC), which is based on heterogeneous on-the-job learning and more specifically lifelong acquisition of skills related to dealing with complexity at work. We can attribute the contribution of HC to economic growth using regional occupational distributions and surveys of task content of jobs.

**Design/Methodology.** Economic growth per capita calculations for 201 NUTS 2 regions of Europe. Complexity solving skills embedded in the work force are measured with a task-based indicator, derived from Labor Force Survey and German BIBB data.

**Results.** We find that a 5% increase in the growth of regional complexity results in a 4% increase in the rate of per capita GDP growth. Task complexity remains a strong predictor of economic development also conditional on other commonly used determinants, such as the rate of saving, population growth and education.

**Limitations.** On the regional level of European countries (NUTS 2), the data is available only from the year 2002. That the data shows high significance despite this short period indicates its validity.

**Research/practical Implications.** Provides guidance for regional economic strategies on how to promote economic growth, and what growth rates to expect under steady state assumptions.

**Originality/Value.** This study shows for the first time how the growth of task complexity in the occupational structure of a region is related to the economic growth of a region. This provides a finer granular picture on the nature of HC critical to economic growth.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Psychological contracts***

Th-SYM-2406-3

## **Neurotic or Conscientious at breakfast, psychological contract breach at dinner? The influence of approach/avoidance goals and emotion regulation.**

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### **Main Abstract Content: *Purpose***

We propose that momentary approach/avoidance goals are a key mediating factor in the relationship between momentary fluctuations in personality and (1) perceptions of psychological contract breach (PCB), and (2) violation feelings. Moreover, we acknowledge that emotion regulation strategies can mitigate or aggravate the relationship between avoidance goals and (1) perceptions of PCB, and (2) violation feelings.

### ***Design/Methodology***

We conducted two experience sampling studies (70 Belgian employees or 550 observations; 51 US employees or 394 observations) and tested the proposed relationships using a multilevel framework.

### ***Results***

We found that state N related positively to avoidance goals, which in turn related positively to perceptions of PCB and violation feelings over time. The latter relationship was moderated by the use of suppression; the relationship between avoidance goals and violation feelings grew stronger as the use of suppression increased.

### ***Limitations***

Our main limitations concern the self-reported nature of the data which potentially introduces social desirability.

### ***Research/Practical Implications***

We start to unpack the mechanisms underlying the personality-PCB relationship by studying both personality and the PCB in a dynamic way. By doing so, we demonstrate that malleable personality states can reduce employees' likelihood to perceive PCB and violation feelings.

### ***Originality/Value***

By highlighting the self-regulatory processes (i.e., momentary approach/avoidance goals and emotion regulation) that affect the state personality-PC evaluations relationship we demonstrate the importance of focusing more on the intra-individual differences when studying personality as an antecedent of the PC.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Employment relations*

*Psychological contracts*

Fr-SYM-623-1

**Exploring the boundaries of psychological contract research: Part 1 - Theoretical and conceptual challenges**

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<sup>1</sup>Vrije Universiteit Brussel, Brussel, Belgium

**Main Abstract Content:** Since 2015, theorizing about the psychological contract had advanced considerably with the introduction of new theories and models that focus either on phases of the psychological contract (Psychological Contract Theory 2.0; Rousseau, Hansen, & Tomprou, 2016) or on the aftermath of violation (Post-Violation Model; Tomprou, Rousseau, & Hansen, 2015). While these theoretical developments have furthered our current understanding of the psychological contract as a dynamic construct that is formed, maintained, disrupted, and repaired, they have also created new theoretical, methodological, and conceptual challenges for researchers who want to study the psychological contract and its underlying mechanisms from a dynamic perspective.

The four presentations introduce the challenges and benefits associated with (1) new methodological techniques which can be used to study the emergence and formation of the psychological contract over time (Erdem), (2) new ways of statistically modelling psychological contract breach (Hofmans), (3) complex interactions between multiple actors in the psychological contract (Solinger), and (4) dealing with rejections when aiming to tackle these theoretical, methodological, and conceptual challenges in the study of psychological contracts (Tomprou).

In addition to the insights obtained from the four presentations, the panel discussion with members of the Editorial Board of the Journal of Applied Psychology (Samantha Hansen), the Journal of Organizational Behavior (Violet Ho), and the European Journal of Work and Organizational Psychology (Kevin Daniels) will further our insights and knowledge on ways to deal with these theoretical, methodological, and conceptual challenges.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-623-2

**A co-evolution model of newcomers' psychological contract formation and social networks**

C. Erdem <sup>1,\*</sup>

<sup>1</sup>London School of Economics and Political Science, London, United Kingdom

**Main Abstract Content:** Psychological contract (PC) has been studied as an explanatory framework for the employment relationship to predict and understand employee attitudes and behaviours. Whilst extensive research has focused on the outcomes of the PC, there has been a paucity of research examining the actual formation of it. The purpose of this conceptual paper is to fill this knowledge gap by introducing a co-evolution model that conceptualizes the concurrent formation of newcomers' PCs and social relationships.

Model development and theoretical mechanisms are explained in detail. Asserting propositions explain how newcomers make sense of information they gathered from pre-entry to post-socialization, leading from pre-entry expectations and social interactions to the formation of PCs and social networks, respectively. A novel methodology called SIENA (Statistical Investigation for Empirical Network Analysis) is introduced. SIENA is designed to analyse various types of networks and behaviour data as co-dependent variables and makes it possible to simulate the co-evolution of social networks and PC formation.

Implications include effective management of new employees' PCs from the formation stage, therefore, potentially prevent future perceptions of PC breach and related negative employee outcomes.

This conceptual paper extends earlier research by explaining how and why the nature of newcomers' relationships influence newcomers' PC formation. Moreover, we integrated social networks and PC literatures and move both beyond examining the joint formation of social networks and PCs, and the extent to which there is co-evolution.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-623-3

**Novel ways to model breach and violation: a substantive-methodological synergy**

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**Main Abstract Content:** When adopting a dynamical perspective on psychological contract research, it makes sense to think of contract breach as resulting from an event in which the employer does not fulfill its obligations. From the perspective of the employee, such an event is typically followed by (1) a cognitive evaluation of the event (i.e., breach) and (2) negative emotions following from this cognitive evaluation (i.e., violation feelings). In other words, breach and violation can be thought of as resulting from a two-stage decision-making process in which the employee first assesses whether breach has occurred or not, and then, if breach has occurred, evaluates the negative emotional impact of the breach.

I introduce two families of statistical models –Zero-Inflated models and Hurdle models– that closely mimic the theoretical process underlying the elicitation of breach and violation through two model components: (1) a binary distribution that models whether breach has occurred or not, and (2) a count distribution that models how severe the negative impact of the breach is. Moreover, covariates can be included for the breach part and the violation part separately, which might yield insight in their unique and shared antecedents.

I introduce two powerful families of models that psychological contract researchers can use when adopting a dynamical perspective on psychological contract breach research.

I introduce Zero-Inflated and Hurdle models as a way to simultaneously analyze breach and violation, something that cannot be done with the traditional analytical techniques.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-623-4

**Multiple contractors in psychological contracts with organizations?**

O. Solinger <sup>1,\*</sup>

<sup>1</sup>VU University Amsterdam, Amsterdam, Netherlands

**Main Abstract Content:** Organizations are notoriously diffuse and multi-vocal bodies of different constituents, each of which will only partially agree on what obligations are exchanged. In this paper, I ask: *“How do employees know what ‘the organization’ requires from them when forming a psychological contract, when organizations are, in fact, multi-vocal?”* Existing treatments of this problem using Target Similarity Theory or stressing the anthropomorphization of the organization, are not theoretically satisfying since they either overstate the problem or understate the multiple contractor problem.

I address this problem by drawing from “Commitment System Theory”, which proposes a dual process underlying the weighting of obligations in a multi-contractor environment, an automatic process (system 1) where the momentary activation (salience) of the contractor is decisive, and a controlled process (system 2) which consciously prioritizes different contractors.

Given the fact that system 1 and 2 are not always correlated, I argue that the individual will show momentary differences in perceptions of “organizational” obligations in the psychological contract. For instance, given the pervasiveness of automatic cognition, obligations will differ based on which contract is primed by contextual cues. In fact, in situations of cognitive overload or ego-depletion (when system 2 is weak), I argue that the weighting will be dictated by salience and priming effects. Yet, after disruptive events (when system 2 is activated), the weighting will be based on conscious prioritization.

This paper provides new avenues for research on a significant but hitherto unproblematized issue.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-623-5

**Paper rejections: When is it a good time to give up?**

M. Tomprou <sup>1,\*</sup>

<sup>1</sup>Carnegie Mellon University, Pittsburgh, United States

**Main Abstract Content:** Most scholars often face the dilemma of giving up from a research project they have put considerable resources (research budget, work hours) after a series of rejections. The repercussions of such decisions are basically two. First, we put empirical evidence “on the shelf” that promotes science e.g., replicated data with mixed findings or no significant effects, potentially with limited impact. Second, especially for non-tenured faculty and PhD students such decisions and the risks of giving up have also implications for their well-being, self-esteem, and career.

Some research on self-regulation has supported that if goals are unreachable, it is more beneficial to give up and choose new paths or new alternatives (Wrosch et al., 2001). Also, in career literature, individuals are encouraged to invest on their strengths instead of trying to improve weaknesses that are less likely to promote career success. Paradoxically, the review process relies on improving weaknesses to achieve publication. As a result, scholars invest personal resources on fixing and patching that may fail to result in the anticipated “Accepted”. In addition to this, rejection letters are often unclear to the authors about whether any further effort will result in publication. Rejection letters often request more data and sources and/or sophisticated analyses that very few scholars have access to or the skills without guarantying a better answer (i.e., easily replicable) or to a good-impact journal.

This presentation will be developed to stimulate thinking and promote practices on how to best manage rejections.

It is one of the first works that attempts to understand the complexities of rejections in scholar’s careers and decision making.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-629-1

**Exploring the boundaries of psychological contract research: Part 2 - Empirical and practical challenges**

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<sup>1</sup>Vrije Universiteit Brussel, Brussel, Belgium

**Main Abstract Content:** Following up on our “Exploring the boundaries of psychological contract research: Part 1 Theoretical and conceptual challenges”, we believe that the introduction of new theories and models to the field of Psychological Contracts (PC) (Rousseau, Hansen, & Tomprou, 2016; Tomprou, Rousseau, & Hansen, 2015), also created several empirical and practical challenges for researchers who are studying the PC and its underlying mechanisms. For example, what is the time scope in which phases or post-violation reactions emerge, evolve, and disappear? How should scholars assess changes in PC phases or post-violation reactions over time, and what methodological and/or analytical techniques are required to do so?

The five presentations introduce the challenges encountered when dealing with (1) response bias (Linde & Sonono), (2) managers’ sensemaking processes, which potentially results in PC breach (Collard & Fortin), (3) sequences of mutual exchanges (de Jong et al.), (4) theory development to explain supervisors’ evaluations of promised and delivered contributions (Brekashvili et al.), and (5) the role of triggering events to understand how the PC operates in a dynamic way (Wiechers et al.).

All five presentations will discuss one or more empirical and/or practical challenges they faced when conducting their research, as well as to explain how they dealt with these specific challenges. By doing so, we hope to illustrate how these recent theoretical advancements in PC Theory can be investigated empirically, as well as exchange best practices and advice on how to deal with the associated challenges.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-629-2

**When a psychological contract experience becomes a group response: Response bias through trade union interference**

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<sup>1</sup>North-West University, Potchefstroom, South Africa

**Main Abstract Content:** A South African chemical manufacturer applied a new labour relations policy and measured the employees' psychological contract (PC) before and after the application thereof. A 45-item questionnaire, based on the PSYCONES questionnaire, was administered to all the employees (N=333), with a 67% response rate for the first application ( $n_{T1}=223$ ) and 55% response rate for the second application ( $n_{T2}=182$ ). The results of the second application showed response bias, where the participants ( $n_{TU1}=32$ ) whom were members of one of the three trade unions (TU1) gave identical responses.

We applied confirmatory factor analysis for both times that the questionnaire was applied, to confirm the factor groupings. Cronbach's alphas and inter-item correlations were applied to test reliability. Furthermore, t-Tests and Anovas were done to identify differences between the respondents associated with TU1 and the other respondents.

The results showed that the TU1 respondents, whom had an identical response at the second application, were significantly different to the other respondents as well as the first responses of this group. This TU1 group had a significantly different content and lower state of the PC at the second application, while the other respondents experienced a significantly more fulfilled PC.

The influence of trade union collectivism formed part of the response bias experienced with this research.

This study found a form of response bias where group influence, through a trade union, prescribed their members' response. Practical adaptations to the application of the study are also proposed to limit this form of bias.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-629-3

**CSR managers' changing psychological contracts in the midst of experiencing paradox**

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**Main Abstract Content:** CSR managers play an increasing role in organizations (Aguinis & Glavas, 2012) and paradoxes are their motto (De Colle, Henriques, & Sarasvathy, 2014; Putnam et al., 2016; Schad et al., 2016). Our study investigates CSR experts' sensemaking of paradoxes in interactions. Psychological contracts (PC) theory helps us understand how and which types of paradoxes (Watzlawick, Beavin and Jackson, 2011) may breach PCs.

We collected semi-structured interview data from a stratified sample of 20 CSR managers. Content coding has clustered changes in respondent PC expectations, as well as different paradoxical situations.

First, our data suggest that the experience of CSR managers is indeed ripe with paradox (transversality vs. verticality, standards vs. values). Second, on the basis of the patterns we find, we formulate testable working hypotheses regarding what types of paradox could result in which PC change or even dissolution (see Trompou et al., 2015).

This is an ideographic and exploratory study, thus the patterns we find remain tentative and will need to be tested in future research. This research could support CSR management resilience through understanding potential negative effects of different types of paradoxical situations. It would also bring knowledge for organizations to support better individuals' socialization in these new roles. Despite the growing literature on organizational paradox, to date, it has seen little connection with PC dynamics. Furthermore, this context is interesting to investigate psychological contract violations given our respondents' autonomy in enacting and designing their roles.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Employment relations*

*Psychological contracts*

Fr-SYM-629-4

**"There and back again." Reciprocal actions within psychological contracts and the role of leader-initiated repair tactics**

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<sup>1</sup>Open University of the Netherlands, Heerlen, Netherlands, <sup>2</sup>King's College London, London, <sup>3</sup>University of Lincoln, Lincoln, United Kingdom, <sup>4</sup>Radboud University Nijmegen, Nijmegen, Netherlands

**Main Abstract Content:** The psychological contract (PC) was originally conceptualized as a sequence of reciprocal obligations about the terms of the exchange relationship (see Rousseau, 1989; Schein, 1980). In this study, we aim to develop a more thorough understanding about this sequential exchange over time by examining how employees' breach of their own obligations provokes supervisors to breach their obligations, and the perpetuation of this negative spiral or alternatively of the reciprocation of more positive remedial actions, such as repair tactics from both parties.

We use a weekly diary study (five weeks) among dyads of employees and their formal supervisor where both parties (n=80) fill in weekly surveys. Multilevel analyses are used to test our hypotheses.

Data is being collected and analyzed at this moment.

Considering its prevalence, it could be that our five-week period does not capture breached obligations. Moreover, breached obligations by one subordinate could not be enough to inspire actions among supervisors. However, our results will provide more insight into the process of social exchange within psychological contracts. As such it gives both supervisors and employees a more thorough understanding of how these exchange processes impact the other party.

This study is the first to directly examine weekly reciprocation of breach and the implications of these exchanges from the perspective of the supervisor and the employee. Our design enables us to examine how actions of one party are reciprocated by the other party through time, testing this core aspect of psychological contracts in more detail.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Psychological contracts***

Fr-SYM-629-6

**The daily dynamics of psychological contract change**

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<sup>1</sup>VU University Amsterdam, Amsterdam, <sup>2</sup>NHTV Breda University of Applied Sciences, Breda, Netherlands, <sup>3</sup>London School of Economics and Political Science, London, United Kingdom

**Main Abstract Content:** Although psychological contracts (PC) are always influenced by changes as result of the passing of time, personal changes and organizational changes, studies to the small day-to-day triggers in the flow of work are scant. To understand how the PC operates in a dynamic way, a process perspective is essential to highlight how and why the contract evolves over time, how (connected) triggers affects employees' psychological contracts, and what determines their possible impact. This study focuses on the role triggers and the impact of multiple changes that can occur sequentially or simultaneously over time.

Case study over six weeks in five universities of applied sciences in the Netherlands (N=90), using 1) a time-based (daily) diary about day-to-day experiences; 2) a weekly questionnaire on the impact of trigger events in time; 3) weekly content analysis of the organization communication.

Preliminary results indicate that daily small triggers seem to amplify impacts of later major triggers; also, surprisingly, triggers to the PC can come from colleagues. Further results will be presented in May.

This study indicates that the process of contract change should be conceived as an ongoing and unfolding, dynamic process of multiple triggers rather than single events, and provides further evidence that employees, as active exchange participants of the contract, deliberately shape, manage and change their psychological contract over time (Bankins, 2015; Parzefall & Coyle-Shapiro, 2011).

This intensive mixed-method longitudinal study provides empirical evidence for the ongoing process of psychological (re-)contracting and the dynamic dimension of polyphony as integral component of change.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-SYM-637-1

**Beyond the immediate aftermath of psychological contract breach: The evolving nature of the psychological contract**

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<sup>1</sup>Rotman School of Management, <sup>2</sup>University of Toronto, Toronto, Canada

**Main Abstract Content:** . For nearly 3 decades the psychological contract has been a valuable tool in understanding and managing positive employee-employer relationships. Although a significant body of findings exists on the immediate negative attitudinal (e.g., reduced job satisfaction and organizational commitment) and behavioral (e.g., increased turnover and counterproductive work behavior) reactions (for meta-analyses see Zhao, Wayne, Glibkowski, & Bravo, 2007) to perceived psychological contract breach and its associated violation feelings, little is known about the evolving nature of employee attitudes and behaviors in the days, weeks, months, and years following an initial breach perception.

Adopting a more time-sensitive perspective to psychological contract research will allow for greater understanding of the emergence of, or change in, the psychological contract and its antecedents/consequences, the stability (or lack thereof) of psychological contract breach reactions, the rate of change (e.g., minutes, hours, days or weeks) and duration (e.g., immediate, delayed, or lingering) of these psychological contract breach reactions.

The five presentations push the boundaries of psychological contract literature by 1) furthering our knowledge of intra-phase processes (e.g., duration of violation reactions or how perceived obligations change over time), inter-phase transitions (e.g., how and when employees move from one phase in their psychological contract to another phase in their psychological contract), and post-violation reactions, emerging higher-order perceptions of breach, and 2) applying methods that are sensitive to these dynamic and context-oriented perspectives (e.g., mixed method design, experience sampling or longitudinal research).

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-SYM-637-2

**Trajectories of psychological contract breach following major organizational change and their effects on outcomes**

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**Main Abstract Content:** We examine UK public sector employees' psychological contract perceptions, attitudes and behaviour following major budget cuts to the public sector as a result of the global financial crisis in 2010, initiating wide-spread and far-reaching organizational change across the sector. Our purpose is to examine psychological contract trajectories following the organizational changes (linear, U-shaped) and how trajectories associate with outcomes following psychological contract breach. We hypothesize that certain outcomes are more labile and more likely to associate with breach trajectories (i.e, affect, trust) than others (i.e., organizational commitment, OCBs). We also hypothesize factors that aid recovery from breach (e.g., communication). A longitudinal three time-point survey of 200 employees across the UK public sector. The data were collected over an eighteen-month period 2010-11.

Descriptive analyses indicate the psychological contract breach trajectory was an inverted U-shape, rising after the announced change and falling back somewhat over time. Preliminary analysis support hypotheses, showing stronger associations between breach and wellbeing and trust, compared with organizational commitment and behaviour. Data will next be analysed using latent growth modelling.

All data were self-reported. The response rate for employees reporting all three times points was 14% (not untypical for such repeat measure surveys). Employees appear to absorb and recover from major psychological contract breach.

Very rarely has research considered psychological contract trajectories and their effects over time. The data is further unique in considering trajectories following a collectively experienced major change event around which we may expect a trajectory.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-SYM-637-3

**Pre-entry job expectations: A grounded investigation of the content dimensions that contribute to the formation of psychological contract**

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<sup>1</sup>London School of Economics and Political Science, London, United Kingdom

**Main Abstract Content:** The purpose of this study is to contribute to the development of psychological contract formation theory through identifying the pre-entry expectations of future employees. This paper draws attention to the antecedents of psychological contract, by inductively investigating the specific content dimensions of anticipatory psychological contract, which potential employees form based on their pre-entry expectations.

32 in-depth semi-structured interviews were conducted with recent graduates who were on the job market at time interviews were conducted. Content analysis is used inductively to identify the themes that emerge from the data.

Five main themes, which shape the content dimensions of the potential employees' anticipatory psychological contracts are emerged from data analysis: (1) career advancement, (2) autonomy, (3) recognition, (4) organizational support and (5) fairness.

It remains to be tested how much these anticipatory psychological contract dimensions influence the formation of the psychological contract once these individuals join their organizations. One implication of the current study suggests that managing pre-entry expectations and anticipatory psychological contracts of potential employees is an efficient way of managing the adaptation process of new employees into the organization. Therefore, organizations can increase their chances to form healthier relationships with responding to their new employees' needs and expectations and, in return, can expect higher commitment and performance from their employees.

The originality of this study lies in its conceptualization of pre-entry period in psychological contract formation process. Pre-entry period and its importance in shaping employees initial psychological contracts are conceptually acknowledged in the literature but widely overlooked in empirical studies.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-SYM-637-4

**I knew this was coming! The dynamic interplay between anticipation and perception of psychological contract breaches**

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**Main Abstract Content:** We focus on the role of anticipated psychological contract breaches (PCBs), proposing that employees have beliefs about the likelihood that their employer will breach certain obligations. Anticipating PCBs may increase the likelihood of perceiving actual PCBs, because employees start to pay attention to cues that confirm their pre-existing beliefs. Simultaneously, perceiving PCBs may erode trust, which may increase the likelihood that employees will anticipate future PCBs. We performed an experience sampling study in which 53 employees completed daily surveys for five consecutive days. We used validated scales to measure PCB, feelings of violation, job satisfaction, and performance, and we used a single item to measure the likelihood of perceiving future PCBs.

Multilevel analyses revealed that PCB anticipation was positively related to perceptions of PCB and feelings of violation at a later point in time. Feelings of violation were positively related to anticipation of PCB at a later point in time. Anticipation of PCB explained variance in job satisfaction and performance, above and beyond perceptions of PCB and feelings of violation.

We demonstrate the dynamic relationship between anticipation and perceptions of PCBs. Moreover, anticipated PCBs influence satisfaction and performance, even in the absence of actual PCBs. The main limitation of this study is the self-reported nature of the data.

This study is the first to examine anticipation of PCBs. We show that PCBs can have a lingering effect, as they reciprocally relate to anticipation of PCBs.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-SYM-637-5

**Development and dynamics of psychological contract and work engagement: A longitudinal study**

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**Main Abstract Content:** This study explores the dynamics and development of the psychological contract in relationship to employee work engagement. The study aims to examine the nature of the development of work engagement and how this can be explained through trajectories of psychological contracts over time. This study can therefore reveal the relationship of the constructs across time and empirically identify signs of stability or dynamism over time.

The study uses a longitudinal design with 12 measurement waves during a year. Analysis was done with longitudinal multi-level analysis, which tolerates attrition across measurement waves. The sample consists of 100 respondents from a wide array of occupations in Norway.

The results show different patterns of development in trajectories of work engagement. Further, development in work engagement can largely be explained by the trajectories of psychological contracts.

Including time as a key variable with monthly measures, provides new insights and understandings of the rate of change and the shape of trajectories of the psychological contract and their influence on work engagement. Study limitations pertain to various patterns of attrition. Further, data were only collected from individuals and we therefore lack information about the employing organizations.

The longitudinal multi-level approach with monthly measures contributes to new theoretical insights on the dynamics and development of psychological contracts and work engagement in employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-SYM-637-6

**Your breach is my breach? A unit climate perspective on psychological contract breach**

J. Akkermans <sup>1,\*</sup>, M. P. Bal <sup>2</sup>, S. de Jong <sup>3</sup>

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**Main Abstract Content:** Despite the wealth of research showing that psychological contract breach (PCB) has negative outcomes for individuals, knowledge about the role of the social context in which breaches are experienced is still scarce. Therefore, we integrated knowledge on commitment climate with the PCB literature to explain how it may impact the relationships of PCB with employee outcomes. We expected that if all unit members are highly and homogeneously committed, employees would ‘reframe’ their PCB in such a way that it would less strongly affect their work engagement and turnover intentions.

Using data from 1,272 employees across 36 healthcare units we conducted multilevel structural path analyses.

We showed that work engagement mediates the relationship between PCB and turnover intentions. We found that commitment climate *level* did not buffer the relation between PCB and work engagement, but commitment climate *strength* did. Further, our hypothesized three-way interaction was significant, showing that the detrimental effects of PCB are especially buffered when both commitment climate level and strength are high.

Limitations include the use of cross-sectional and self-report data. Our results indicate that the social context has a crucial role to play in how employees deal with PCB, and that unit commitment climate can be a strong buffer for the negative effects of PCB.

This is one of the first studies to empirically test the role of social context in dealing with PCB. In addition, it is the first study to integrate literature on PCB and unit climate.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Employment relations*

*Psychological contracts*

Fr-SYM-629-5

**Promised and delivered contributions:**

**Supervisors' perspective of the psychological contract**

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**Main Abstract Content:** Psychological contracts (PC) contain beliefs about the reciprocal exchange of inducements for contributions in an employment relationship. Empirical and theoretical attention has focused on employees' perspective of the PC neglecting supervisors' perspective. We develop theory to predict supervisors' evaluations of three types of promised and delivered contributions (in-role, extra-role and socio-emotional) and test hypotheses using polynomial regression and response surface analysis. Survey data (N=106) was collected from supervisors of students in an evening MBA program in a large US public university, with mean of 16 years of supervisory experience. Analyses were conducted with polynomial regression and response surface methodology. Supervisors were dissatisfied with their employee when contributions were deficient. Increased satisfaction was associated with excess socio-emotional and extra-role contributions but excess in-role contributions were related to decreasing satisfaction. Satisfaction with the employee was higher when contributions were fulfilled at high amounts compared to fulfillment at low amounts. Data were from a single source, cross sectional survey. However, studying the supervisors' PC must be done from the supervisors' perspective as no other informant is theoretically adequate. We developed and tested a theoretically articulated framework of the supervisor's perspective of the PC to predict how supervisors evaluate employees' promised and delivered contributions. This study contributes to a neglected area of theory and may offer insights for practicing managers. The finding that excess in-role contributions were associated with dissatisfaction is contrary to established theory and expands our understanding of supervisors' evaluations.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-400-2

**Idiosyncratic Deals within Teams and Organizations: Exploring Boundary Conditions in the Effects of I-Deals**

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**Main Abstract Content: Presentation 1: Idiosyncratic Deals within Teams and Organizations: Exploring Boundary Conditions in the Effects of I-Deals**

**Lien Vossaert & Frederik Anseel**

**Abstract**

*Purpose:* The aim of this study is to have a closer look at the social context in which I-deals are realized.

*Design:* This research incorporates the team and organizational level and as such meets calls for more contextual research on i-deals. In a two-wave study with 45 organizations, 197 teams and 904 employees we explore the effects that i-deals have on employee performance and commitment.

*Results:* Boundary conditions such as team similarity, teamwork division and team cohesion are taken into account. At the organizational level, both organizational culture and HR work practices are accounted for. Preliminary results support our hypotheses concerning the contextual moderation of i-deal effects.

*Limitations:* Data is collected in a single country which limits the generalizability of the results. Moreover, the cross-sectional nature of the data is a caveat for the causality claims.

*Research and Practice Implications:* I-deals are not negotiated in a social vacuum; they operate within teams and organizations which create a broader context for i-deals to exert their effects. Here, social comparison processes and coworker acceptance of i-deals play an important role. According to social information processing theory, the broader context provides signals on how i-deals are viewed and interpreted within organizations. Therefore, a more comprehensive view on i-deals is required to enhance our understanding of how i-deals play out in organizations.

*Originality and Value:* While i-deals research has surged over the past decade, most research has focused on the employee-supervisor dyad and overlooks the broader context.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-400-3

**The Impact of I-Deal Secrecy on Coworkers' Voice-Related Coping Behaviors: A Justice Perspective**

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**Main Abstract Content: Presentation 2: The Impact of I-Deal Secrecy on Coworkers' Voice-Related Coping Behaviors: A Justice Perspective**

**Emma Raets, Sophie de Winne, Nicky Dries & Elise Marescaux**

**Abstract**

*Purpose:* Building on affective events theory and organizational justice theory, this study investigates the exacerbating effect of i-deal secrecy on coworkers' fairness perceptions of i-deal decisions and their likelihood to engage in three voice-related coping reactions that fit the Exit-Voice-Loyalty-Neglect model: voice, gossip and silence. We expect coworker reactions to be constructive versus destructive under varying conditions of perceived justice climate, implicit voice theories and i-deal content.

*Design:* To test these assumptions regarding coworker reactions, 400 respondents were being recruited through snowball sampling, and contribute to a factorial survey experiment with i-deal secrecy scenarios framed within the participants' real work context. Data collection is currently ongoing and will be finalized before the conference.

*Results:* Data will be analyzed through multilevel moderated mediation analysis using MLwiN. I-deal secrecy being a group phenomenon, we should contrast coworker views on i-deal secrecy to those of i-dealers and supervisors, and step up the level of analysis by investigating group dynamics.

*Limitations:* The use of snowball sampling might not adequately represent the incidence of if-deals in a normal business setting.

*Research and Practical Implications:* This research covers important gaps in the i-deal and secrecy literatures and informs organizational decision-makers about implications of i-deal secrecy decisions.

*Originality and Value:* This is the first experimental study especially designed to capture the sensitive topic of i-deal secrecy, a phenomenon that usually occurs invisibly in the field.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-400-4

**The Effects of Networking on Development Ideals: The Role of Hierarchical Plateau**

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**Main Abstract Content: Presentation 3: The Effects of Networking on Development Ideals: The Role of Hierarchical Plateau**  
**Sylvie Guerrero & Hélène Chailiol**

**Abstract**

*Purpose:* This paper proposes that people with networking skills are likely to use their skills to successfully negotiate career i-deals, especially when they feel plateaued.

*Designs:* Hypotheses are tested with a sample of 261 French engineers in the early stages of their career. This sample is composed of 88% men, with a high majority of less than 45 years old and less than 15 years of company seniority.

*Results:* Results show a partial mediation of support seeking behaviors in the networking skills – career i-deals relationship. The link between networking skills and support seeking is significant only when plateau is high.

*Limitations:* Our study is cross-sectional and focused on one specific type of employees, thus limiting results generalizability. It also tests only one type of networking behavior – support seeking –, which limits our understanding of the processes leading to career i-deals.

*Research and Practical Implications:* Career i-deals can be the outcome of tactics aiming at getting sponsorship, by employees who try to cope with hierarchical plateauing.

*Originality and Value:* This research shows the relevance of building bridges between the career- and the i-deals literatures, two fields that have not been connected yet despite the fact that career i-deals are usually introduced as a promising way to promote the career of talented employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-400-5

**A Trickle-Down Model of I-Deals: The Impact of Manager I-deals**

M. Las Heras <sup>1,\*</sup>, Y. Rofcanin <sup>2</sup>, B. Van der Heijden <sup>3</sup>

<sup>1</sup>IESE Business School, Navarra, Spain, <sup>2</sup>Warwick Business School, Coventry, United Kingdom, <sup>3</sup>Radboud University, Nijmegen, Netherlands

**Main Abstract Content: Presentation 4: A Trickle-Down Model of I-Deals**

**Mireia Las Heras, Yasin Rofcanin, & Beatrice van der Heijden**

**Abstract**

*Purpose:* This study seeks to understand 1) how managers' own receipt of i-deals influences the decision to grant I-deals to the subordinate of the manager and 2) the impact subordinates' i-deals have on their promotability. Managers' servant leadership style is proposed to strengthen the association between managers' and subordinates' i-deals, while subordinates' prosocial motives are proposed to strengthen the association between subordinates' i-deals and their promotability.

*Results:* Findings from multilevel analyses results largely supported our hypotheses. Interestingly, managers' own i-deals did not have a direct association with subordinate's' promotability. Subordinates' own i-deals acted as mechanisms through which the positive effects of managers' i-deals are transferred on subordinate's' promotability.

*Limitations:* The cross-sectional nature of the data and the single country data set limit the generalizability of the findings.

*Research and Practical Implications:* Given the rise of individualized HR practices across the globe, this study emphasizes how and why employees can achieve better career results in relation to i-deals. From a managerial perspective, this study highlights the importance of motives and leadership styles in a work environment, supportive of one's career promotability.

*Originality and Value:* This study contributes to research on i-deals by 1) emphasizing the interplay between managers' and subordinates' I-deals and 2) exploring the role of work context in the association between I-deals and career promotability. The use of a cross-sectional design and our reliance on a particular type of I-deals (i.e., developmental i-deals) are some of the limitations of this study.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-400-6

**Decomartmentalizing I-deals and Psychological Contracts: A Primer for More Integrative Research**

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<sup>1</sup>University of Innsbruck, Innsbruck, Austria, <sup>2</sup>Carnegie Mellon University, Pittsburgh, United States

**Main Abstract Content: Presentation 5: Decompartmentalizing I-deals and Psychological Contracts: A Primer for More Integrative Research**

**Severin Hornung & Denise Rousseau**

**Abstract**

*State of the Art:* The past decade has witnessed escalating confusion regarding the constructs of the Psychological Contract (PC) and idiosyncratic deals (i-deals) along with growth in research on each. For instance, PC's are labeled as "idiosyncratic", but evidence of such individual distinctiveness is seldom provided. Concurrently, function of i-deals as catalysts of PC transitions is largely overlooked.

*New Perspectives and Contributions:* This submission seeks to clarify similarities and differences characterizing i-deals and PC's and suggests unrecognized research opportunities. First, the shared roots of both constructs are illuminated, that is, how research on one evolved out of the other. Second, a twofold tripartite (3x3 matrix) structure is developed, in which conceptual boundaries, the common ground, and future research opportunities on i-deals and the PC are each discussed along the key dimensions of content, dynamics, and evaluation. Sharpening the distinctiveness of PC and i-deals is important to their conceptual integrity, while clarifying their relatedness calls attention to important psychological and workplace dynamics that can guide theoretically richer research efforts at their intersection.

*Research and Practical Implications:* Both i-deals and the PC are fundamental aspects of the employment relationship, directing attention to the centrality of the lived individual experience and the interpretative nature of work and employment, evolving in recurring cycles of resource exchanges. The proposed presentation makes the case for a stronger integration and "cross-fertilization" between studies on i-deals and PC's, arguing that a better understanding of their overlap and distinctiveness can enhance the richness, creativity, and insight of employment research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Fr-SYM-400-1

**I-deal on my Own or with You? Researching the Influence of Social Context on the Establishment and Effects of I-deals**

P. M. Bal, Y. Rofcanin <sup>1,\*</sup>, N. Conway <sup>2</sup>

<sup>1</sup>Warwick Business School, University of Warwick, Coventry, <sup>2</sup>Royal Holloway University, London, United Kingdom

**Main Abstract Content: I-deal on my Own or with You? Researching the Influence of Social Context on the Establishment and Effects of I-deals**

**Abstract**

*State of the Art*

Idiosyncratic deals (i.e., I-deals) refer to individualized work arrangements between a focal employee and a manager (Rousseau, 2005). Drawing from the concept of reciprocity, research has shown that i-deal negotiations are positively related to a wide range of employee outcomes including voice (Ng & Feldman, 2012), work performance (Hornung, Rousseau, Weigl, Muller, & Glaser, 2013), proactive behaviors (Liu, Lee, Hui, Kwan, & Hu, 2013) and motivation to continue working after retirement (Bal, De Jong, Jansen, & Bakker, 2012). While research on I-deals grows (Bal & Rousseau, 2015), there remains important conceptual and methodological issues to be dealt with (Conway & Coyle-Shapiro, 2015). I-deals have been researched primarily as an individual phenomenon, without taking into account the role of social context, such as the team, the manager, and the general network around the focal employee.

*New Perspectives and Contributions*

In this symposium, we contribute to enhance understanding of the context in which i-deals are negotiated. In particular the symposium addresses the following themes: 1) Social processes of i-deals, 2) the role of teams and managers in i-deal negotiation, 3) reconciliation between the psychological contract literature and i-deals and 4) methodological concerns that have dominated research to date.

*Research and Practical Implications*

Following the presentations, Neil Conway, the discussant, will discuss the implications of the presentations for wider research themes involving the psychological contract literature and individualized HRM perspectives. Taken together, this symposium aims to challenge the core assumptions of i-deals theory, proposes a way forward for theory and research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Sa-SYM-1747-2

#### **(Considering intraindividual) Change is inevitable– Current perspectives on growth in and emergence of employee well-being over time**

O. Weigelt <sup>1,2,\*</sup>

<sup>1</sup>Personal- und Organisationspsychologie, University of Rostock, Rostock, <sup>2</sup>Arbeits-u. Organisationspsychologie, University of Hagen, Hagen, Germany

#### **Main Abstract Content: State of the art**

Diary research within the last decade has undoubtedly enhanced our understanding of employee well-being beyond cross-sectional perspectives. However, most studies so far have focused on intraindividual associations at the day-level. At best, these studies allow estimating short-term associations between predictors and well-being. Recent theorizing on the role of time and first empirical evidence suggest that growth-curve perspectives may contribute to complement standard multilevel approaches and hence to better understand well-being within its temporal context by analysing individual changes in well-being over time as opposed to associations within arbitrary periodic snapshots.

#### **New Perspectives**

Within this symposium researchers therefore widen the scope and focus on changes in and emergence of well-being over time. On the one hand, four papers examine linear, non-linear and discontinuous growth and consider variables that explain why trajectories differ between persons, such as job demands, significant events, and recovery activities. On the other hand, three studies discuss and examine how effects build up and emerge over time – a perspective that complements prior research on short-term fluctuations in well-being. All contributions refer to intensified longitudinal designs and use strong methodology.

#### **Research Implications**

The results suggest that chronic daily, weekly or seasonal cycles and discrete events are major drivers of systematic changes in well-being over time. From this perspective considering individual trajectories and phenomena of emergence over time is a very fruitful approach for applied psychologists to tap into constant change and to better grasp “what happens” rather than “what is”.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Recovery and unwinding***

Fr-SYM-1221-6

**Checking one last email?**

**The use of work-related communication media in the evening for employees' recovery and well-being**

C. Binnewies <sup>1,\*</sup>, C. Dams <sup>1</sup>

<sup>1</sup>Work Psychology, University of Muenster, Institute of Psychology, Muenster, Germany

**Main Abstract Content: Purpose:** The goal of our study was to examine the daily use of work-related communication media during leisure evening time for employees' recovery and well-being. We hypothesized that work-related communication by means of emails, phone and facebook during leisure time in the evening decreases psychological detachment from work and impairs well-being in the evening.

**Design/Methodology:** We conducted a 5-day diary study with a mixed sample of 85 employees (providing data of 369 days).

**Results:** Results of hierarchical linear modelling showed that work-related email communication in the evening was related to decreased psychological detachment and increased negative affect before going to bed. Unexpectedly, work-related use of facebook was positively related to psychological detachment but negatively to positive affect. Phoning was negatively related to psychological detachment but unrelated to well-being.

**Limitations:** Despite our diary design and focus on within-person processes we cannot draw conclusions about causality. More characteristics (e.g., self-initiated vs. other-initiated; communication partner) of communication media use should be examined in future studies.

**Research/Practical Implications:** Employees and organizations should reduce work-related email communication during evening leisure time as it impairs recovery and well-being. With regard to other work-related communication media a differentiated approach is warranted.

**Originality/Value:** Our study is one of the few studying the use of specific work-related use of communication media during evening leisure time.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Sa-SYM-1747-4

## **Everybody's working for the weekend? – A diary study on recovery and temporal patterns of well-being over the weekend and the start of work week**

K. Hoffmann <sup>1,\*</sup>, O. Weigelt <sup>1 2</sup>, L. Duranova <sup>3</sup>

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### **Main Abstract Content: Purpose**

Transient forms of well-being such as affective mood predict work-related outcomes and are themselves predicted by non-work events such as recovery experiences (Sonnentag, Binnewies, & Mojza, 2008). Although studies examine well-being from a day-level perspective, they do not fully exhaust the potential of longitudinal data, as they do not take its dynamic developments into account (Ilies, Aw, & Pluut, 2015) and largely ignore the role of the weekend (Ryan, Bernstein, & Brown, 2010). We examined the systematic change patterns of affective well-being over the course of six days including the weekend and four workdays and tested whether weekend recovery experiences moderate these patterns.

### **Design/Methodology**

We conducted a daily diary study (N = 207, O = 990) with measures obtained from Friday till subsequent Wednesday. Affective well-being was assessed in the morning before work and recovery experiences were captured throughout the weekend.

### **Results**

Using multilevel analysis we developed growth curve models, which revealed curvilinear development trajectories for affect. Whereas positive affect increased during the weekend and decreased towards the beginning of the work week being lowest on Mondays, negative affect showed the opposite pattern. Mastery and detachment moderated these patterns.

### **Limitations**

Due to the use of self-reported data, common-method bias cannot be ruled out.

### **Research/Practical Implications**

Day-of-the-week effects imply using anticipation of the work week as moderators.

### **Originality/Value**

This study contributes to well-being and recovery research by supporting and extending earlier findings, in using strong methodology to highlight the importance of time as a predictor and showing day-of-the-week effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Sa-SYM-1747-6

#### **Holiday Happiness Curve – How fatigue and positive affect change over the course of a vacation**

C. Syrek <sup>1,\*</sup>, O. Weigelt <sup>2,3</sup>, J. Kühnel <sup>4</sup>, J. de Bloom <sup>5</sup>

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#### **Main Abstract Content: Content/Purpose**

Recent research has investigated recovery during vacation and fade-out effects thereafter. However, studies closely investigating the course of vacation processes are lacking. The aim of this research is to provide new insights into recovery from work by exploring linear and discontinuous growth in fatigue and positive affect before, during, and after vacation. Furthermore, we set out to identify predictors that explain individual patterns of well-being over time.

#### **Design/Methodology**

We investigated fatigue and positive affect prior to, during, and after the Christmas holidays. We conducted a diary study, starting four weeks before and lasting until six weeks after the holidays, with two measurement points per week (30 measurement occasions in total). 114 employees participated in the study.

#### **Results**

Multilevel regression analysis for repeated measures and growth curve modelling showed that the time trend of fatigue and positive affect were cubic, indicating that well-being improves before Christmas, is highest during Christmas and fades out slowly during subsequent weeks. Our moderator analyses showed that the pattern of well-being over time varies dependent upon workload before the vacation, perceptions of the vacation as recuperative, and recovery experiences during the subsequent weekends.

#### **Limitations**

Data is self-report and might not be generalized to less educated samples.

#### **Research/Practical implications**

Results imply that recovery from vacation already begins in the weeks prior to the vacation.

#### **Originality/Value**

Our findings contribute to taking an integrative perspective, putting recovery from vacation into a temporal context, estimating strength and sustainability of vacation effects, and identifying further leverage points for intervention.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Sa-SYM-1747-3

## **Dynamic aspects of sleep quality over a workweek: The role of stressors and resources in sleep quality's change trajectory**

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### **Main Abstract Content: Purpose**

Sleep quality is a crucial factor in employee states and behaviors at work. The purpose of this study was to investigate the change trajectory of sleep quality over a workweek and inter-individual differences therein. Specifically, we examined whether employees' general level of job stressors (social and role stressors) and resources (job satisfaction) explain inter-individual differences in the start-level of sleep quality on Monday and in sleep quality's change trajectory over the workweek.

### **Design/Methodology**

In this diary study, 156 employees completed a general online questionnaire assessing general stressors and resources and five daily online surveys from Monday to Friday assessing sleep quality.

### **Results**

Results of latent growth curve analyses showed a linear increase of sleep quality from Monday to Friday. Employees' start-level of sleep quality on Monday was negatively associated with the general level of job stressors and positively associated with the general level of resources. The linear increase of sleep quality over the workweek was stronger for employees high (vs. low) on general stressors and low (vs. high) on general resources.

### **Limitations**

Sleep quality was assessed with a single-item measure.

### **Practical Implications**

Particularly employees who encounter high general job stressors and low resources should actively promote sleep quality by engaging in stress-reducing activities (e.g., relaxation, mindfulness) and/or good sleep practices (e.g., regular sleep schedule, exercise), especially at the start of their workweek.

### **Originality/Value**

Our study extends current occupational stress and sleep research by examining the role of job stress in sleep quality's change trajectory over a workweek

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Sa-SYM-1747-5

## **Good times, bad times, you know I've had my share. A week-level study on positive and negative events at work and rumination at the weekend**

O. Weigelt<sup>1,2,\*</sup>, A. Schmitt<sup>3</sup>, C. Syrek<sup>4</sup>, S. Ohly<sup>5</sup>

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### **Main Abstract Content: Purpose**

Recent theorizing in intraindividual well-being research suggests (1) considering whether day-level effects of job demands on well-being have sustainable practically relevant impact on the long run (Ilies, Aw, & Pluut, 2015) and (2) approaching work-related phenomena from an event perspective that is more in line with what actually happens (Morgeson, Mitchell, & Liu, 2015). We answer both calls in examining the short-term and long-term effects negative events (e.g., conflicts) and positive events (e.g., goal attainment) on well-being. We consider facets of rumination at the weekend as our focal outcomes, namely psychological detachment, affective rumination, and problem-solving pondering.

### **Design/Methodology**

We conducted a week-level diary study across 15 consecutive weeks yielding 724 matched weekly assessments on Fridays and Mondays from an organizationally diverse sample of 118 employees.

### **Results**

Our multilevel analyses yield significant short-term links between negative events and all facets of rumination. Sustainable effects are confined to affective rumination. Although short-term effects are less accentuated for positive events they compensate for negative events on the short run as well as on the long run and hence facilitate switching off.

### **Limitations**

We cannot rule out retrospective biases in judgments across several days.

### **Research/Practical Implications**

An accumulation of positive events has the potential to buffer adverse effects of negative events on the long run although single events may seem to have negligible impact.

### **Originality/Value**

We are among the first to empirically address the topical issues raised above. Our analyses are based on a rich longitudinal design and we apply strong methodology.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Recovery and unwinding*

Fr-SYM-1191-5

**Why do we take breaks?**

**Predictors and mechanisms in taking micro-breaks and their relation to recovery**

C. Bosch\*, S. Sonnentag<sup>1</sup>

<sup>1</sup>University of Mannheim, Mannheim, Germany

**Main Abstract Content: Purpose**

This study investigates how task experiences (i.e., task aversiveness and satisfaction with task performance) relate to taking a micro-break and to feeling recovered after that micro-break. Thereby, we examine need for recovery and desire for self-reward before the micro-break as mediators.

**Design/Methodology**

We collected data in a diary study from 120 employees on 429 days using Day Reconstruction Method.

**Results**

Multi-level analyses revealed that at the day level, the relationship between task aversiveness and taking a micro-break was mediated by desire for self-reward. The relationship between task aversiveness and feeling recovered after a micro-break was mediated by need for recovery. Satisfaction with task performance was neither related to taking a micro-break nor to feeling recovered afterwards. Results suggest that people might not take micro-breaks when needed. Also, being exhausted might render it more difficult to recover during the break.

**Limitations**

The use of self-report data may enhance the risk of common method bias.

**Research/Practical Implications**

This study enhances understanding of processes taking place before a break and their implications for recovery. The results yield recommendations on how break taking can be improved.

**Originality/Value**

With desire for self-reward, we draw attention to a second mechanism relevant for breaks besides the obvious need for recovery as suggested by recovery research.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Recovery and unwinding***

Fr-SYM-1191-4

**Taking work home: Daily spillover effect of workplace incivility on work-related rumination**

T. Vahle-Hinz\*

**Main Abstract Content: Purpose**

In this daily diary study I draw on the literature on work stress recovery and investigate whether the experience of a comparatively low-intensity deviant behavior at the workplace (workplace incivility), which is not generally reported or registered in organizations but which affects employees on a day-to-day basis, triggers a cognitive response at night (work-related rumination). Furthermore, mood is considered as a mediator of this spillover effect.

**Design/Methodology**

95 employees provided data on five consecutive work days (N = 366 days). I used multilevel modeling to analyze the data, and investigated the within- and between-persons effect of workplace incivility.

**Results**

Daily workplace incivility was positively related to work-related rumination in the evening (within-persons effect). Mood did not mediate the relationship. The between-persons effect was not significant.

**Limitations**

I mainly recruited my sample using online postings. This method might result in a sample bias, hampering possible generalizations.

**Research/Practical Implications**

The within-persons effect of workplace incivility on work-related rumination suggests that it might not be sufficient to broadly discourage incivility in the workplace. Supervisors must also act if an uncivil event is more intense than the typical experience of an employee, regardless whether this incivility event is particularly strong per se.

**Originality/Value**

The effects of workplace incivility have primarily been investigated cross-sectional and at the between-persons level of analysis. In contrast to this research, the present study takes a within-persons approach, which offers new insights into meaningful fluctuations and adds to the recovery research by investigating the daily spillover effect.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Recovery and unwinding***

Fr-SYM-1221-4

**Enhancing daily well-being at work through lunchtime park walks and relaxation exercises: Recovery experiences as mediators**

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<sup>1</sup>University of Tampere, Tampere, Finland, <sup>2</sup>University of Trier, Trier, Germany

**Main Abstract Content: Purpose:** In this intervention study, we examined the within-person effects of lunchtime park walks and relaxation exercises on employees' levels of concentration, strain, and fatigue experienced at the end of a working day. We moreover tested whether detachment from work and enjoyment experienced during lunch breaks mediated these effects.

**Design/Methodology:** Participants in the park walk (n = 51) and relaxation (n = 46) groups were asked to complete a 15-minute exercise during their lunch break on 10 working days. Afternoon well-being and lunchtime mediators were assessed before, during, and after the intervention. The multilevel models were estimated in R.

**Results:** Park walks at lunchtime were related to better concentration and less fatigue in the afternoon through enjoyment. Relaxation exercises were related to better concentration via detachment. In addition, relaxation exercises were directly linked to lower strain and fatigue.

**Limitations:** The generalizability of our results may be limited, as our sample consisted mostly of well-educated females.

**Research/Practical Implications:** On days on which employees engaged in recovering activities during lunch breaks, they experience higher levels of well-being at the end of a working day. These results add to the theory-based knowledge on recovery during workday breaks and highlight the importance of breaks for organizational practices.

**Originality/Value:** Only few studies so far have examined recovery from work during workday breaks and even rarer are intervention studies. By including lunchtime detachment and enjoyment as mediators in our model, we were able to examine the underlying mechanisms through which the intervention activities may affect well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Employee stress and burnout*

*Recovery and unwinding*

Fr-SYM-1191-6

**Reducing work-related fatigue: Effectiveness of an exercise intervention**

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**Main Abstract Content: Purpose:** The present study aimed to investigate to what extent a 6-week exercise intervention (i.e., low intensity running three times a week) is effective in reducing work-related fatigue (emotional exhaustion, overall fatigue, and need for recovery). Effects of exercise on secondary outcomes (sleep quality, self-efficacy, physical fitness, self-reported cognitive functioning, and executive functioning) were also investigated.

**Design/Methodology :** Participants were employees with high levels of work-related fatigue. They were randomly assigned to either the exercise intervention (n = 49) or wait list (n = 47). All participants were measured before the intervention (T0), and immediately after the intervention (T1). Exercisers were also investigated 6 weeks (T2) and 12 weeks (T3) after the intervention.

**Results:** Exercisers did not show a stronger decrease the three indicators of work-related fatigue at T1 than controls. However, the percentage of participants that scored below the cut-off score of emotional exhaustion and overall fatigue at T1 was significantly higher among exercisers. Follow-up effects revealed a decrease in the three indicators of fatigue in the exercise condition during the follow up measurements. With respect to the secondary outcomes, we found intervention-effects for sleep quality and self-reported cognitive functioning, but not for self-efficacy, physical fitness and executive functioning.

**Limitations:** Randomization was not blinded and the study used a wait-list as control condition.

**Research/Practical Implications:** This study's results indicate that low-intensity exercise may be valuable for employees with high levels of work-related fatigue.

**Originality/Value:** This study is one of the first RCT's investigating effects of running on work-related fatigue.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Recovery and unwinding*

Fr-SYM-1221-5

**Is Work-related Rumination Associated with deficits in Executive Functioning?**

M. Cropley\*

**Main Abstract Content: Is Work-related Rumination Associated with deficits in Executive Functioning?**

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**Purpose**

Work-related rumination, that is, perseverative thinking about work during leisure time, has been associated with a range of negative health and wellbeing issues, but little is known about the underlying mechanisms. In the present paper we advance, and test the hypothesis that work-related rumination may be associated with poor executive functioning.

**Design/Methodology**

Three studies are reported. Study I, reports the results of a cross-sectional study of 240 employees, and demonstrates significant correlations between work-related rumination and three proxy measures of executive functioning: cognitive failures (.33), cognitive flexibility (-.24) and situational awareness at work (-.28). Study II (n=939), expands these findings and demonstrates that workers reporting high work-related rumination were 5 times more likely to report cognitive failures relative to low ruminators. Study III (n=2460) showed that high, relative to low work-related rumination was associated with deficits in starting (OR=2.3) and finishing projects (OR=2.4), fidgeting (OR=1.9), memory (OR=2.2), pursuing tasks in order (OR = 1.8), and feeling compelled to do things (OR = 2.0).

**Limitation**

The self-report nature of the measures leads to the possibility of reporting biases.

**Research/Practical Implications**

Such findings are important for the design and delivery of intervention programmes aimed at helping people to switch off and unwind from work.

**Originality**

To our knowledge this was the first study to examine the association between work-related rumination and executive functioning and the findings may have important implications for future research and interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Recovery and unwinding*

Fr-SYM-1191-2

**The sunny and the dark side of holidays:**

**Short- and long-term vacation effects on employee well-being and performance**

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**Main Abstract Content: Purpose:** Recovery from work is considered important to sustain performance, working ability and well-being. In this longitudinal study, we investigated how annual vacation days and working during vacation affect job performance and well-being in the short- and long-term.

**Methodology:** Data were derived from a three-wave digital survey covering two years (N = 670). Participants (63% female; 46.6 years; 31 vacation days per year on average) worked in ten organizations from different sectors. The participants reported the number of vacation days in the year prior to the measurement, whether they worked during vacation, their performance and well-being.

**Results:** The majority (66%) of the sample worked never or very seldom during their holidays. People who worked during vacation were more likely men, higher educated and working longer weekly hours. Working during vacation was also positively associated with workaholism, work engagement, problem solving pondering and affective rumination during holidays. Fewer holidays and working during vacation were related to both higher levels of performance (contextual performance, creativity at work) and health problems (health and sleep complaints, exhaustion) cross-sectionally and, to a smaller degree, longitudinally.

**Limitations:** Self-report questionnaires may bias the results and confounding variables (e.g., personality; job characteristics) may affect vacation behaviors and outcomes.

**Practical Implications:** Vacationing and staying connected to work seem a double-edged sword. They relate to high performance, but also to deterioration of employee well-being in the long run.

**Originality:** Studies on long-term vacation effects are highly needed to assess their importance for employees and employers in detail.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Recovery and unwinding*

Fr-SYM-1191-3

**Reliving vacation: How a souvenir might reduce work-related stress**

C. Syrek\*, J. de Bloom

**Main Abstract Content: Content/ Purpose:** Recent vacation research has investigated short-term fade out effects, thereby mainly focusing on well-being or health. Less research attention has been directed at the question how vacations affect performance and whether vacation reminiscence can improve performance and decrease fatigue after executing demanding tasks. We further analyze which recovery mechanisms are of particular importance in order to alleviate the negative effects of stressful tasks.

**Methodology:** We conducted an experiment with 82 undergraduate students. In the experiment, fatigue was induced by exposing all participants to stressful tasks, simulating the end of a cognitively demanding day at work. After that, the experimental group engaged in vacation reminiscences for 30 minutes (thinking and writing about their best vacation memory using souvenirs) and the control group engaged in thinking and writing about a regular nice evening of the last week. All participants underwent several overt and covert performance tests.

**Results:** Both writing about a nice evening and recalling holiday memories induced positive affective states. In the vacation group, autonomy and relaxation were the recovery dimensions that enhanced performance and decreased fatigue after the demanding task.

**Limitations:** Experimental study design and student sample might reduce the generalizability.

**Practical implication:** This study sheds light on whether vacation memories fulfill a buffer function, alleviating the negative effect of demanding tasks on subsequent performance.

**Originality:** This experiment increases our current understanding of the underlying mechanisms of the stress-recovery relationship and the importance of memorabilia in the recovery process.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Fr-SYM-1221-2

## **Examining the Long Term Impact of Recovery on Employee Sustainability in a Swedish Municipality Organization: A Two-Wave Multilevel Study**

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<sup>1</sup>Eindhoven University of Technology, Human Performance Management Group, Eindhoven, Netherlands, <sup>2</sup>Work and Organizational Psychology, Stockholm University, Stockholm, Sweden

### **Main Abstract Content: Purpose:**

Diary studies have shown the importance of recovery on short-term outcomes such as daily wellbeing and performance. However, the notion that recovery would also impact chronic outcomes such as health, wellbeing and turnover intentions has been less studied. These issues are addressed by conducting a two-wave study with a one year time interval among a sample of 441 employees from a Swedish municipality organization.

### **Design:**

Recovery status was defined as feeling rested and self-reported sleep quality. Outcomes included health (health complaints, sickness absence and self-reported health), wellbeing (job satisfaction, exhaustion) and turnover intentions. Multilevel analyses were performed.

### **Results:**

Preliminary results show that recovery status at T1 affected health, wellbeing and turnover intentions at T2. Employees who felt more rested at T1, felt less exhausted, more satisfied, healthier, and were less likely to leave the organization at T2. Similarly, employees who reported better sleep quality at T1 felt healthier and reported less sickness absence at T2. These effects were significant whilst correcting for demands, resources and lagged effects of T1 outcomes.

### **Limitations:**

Results are based on survey data only.

### **Research/Practical Implications:**

Recovery from work-related efforts is not only important for next-day outcomes, but in the longer run it also affects 'chronic' health and wellbeing of employees. Organizations should realize that recovery from work-related effort plays a vital role in keeping employees sustainably healthy and motivated.

### **Originality:**

This study addresses the important question whether consequences of (non-) recovery are limited to daily outcomes only, or also affect longer term outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Recovery and unwinding***

Fr-SYM-1191-1

**Making breaks work: Ingredients for recovery and sustainable working life**

J. De Bloom\*, C. Syrek<sup>1</sup>

<sup>1</sup>Trier University, Trier, Germany

**Main Abstract Content: State of the Art:** Today's workforce is confronted with increasing job demands, rising job insecurity and blurring spatial and temporal boundaries between work and private life. These demanding work environments are associated with adverse consequences for well-being, health, and performance. Recovery is defined as a period of rest and psycho-physiological unwinding and therefore a key mechanism in buffering the relation between work-related stress and ill-health. While research shows the beneficial effect of vacations, weekends or leisure time during an evening off-work, it is yet not well understood how positive (e.g. exercise, vacation reminiscence) and negative behaviors and experiences (e.g. incivility, task aversiveness) during and after work may counteract or aggravate detrimental consequences of work stress.

**New Perspective/Contribution:** This symposium contributes to our understanding of recovery by 1) focusing on positive and negative behaviors and experiences during work and leisure time and 2) shedding light on the processes taking place before, during, and after a break and their implications for recovery.

**Conclusion and Implications for Research/Practice:** This symposium presents methodologically strong designs with a broad spectrum of research methods (i.e., experiments, intervention studies, diary studies) and incorporates within- and between person perspectives. The purpose of our symposium is to expand our knowledge of recovery effects on well-being, health and work performance, and to gain insights into the processes that underlie recovery such as recreational behavior, exercise, rumination, autonomy, and relaxation. Our symposium will contribute to our growing understanding of antecedents, processes and outcomes of short- and long-term recovery episodes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Recovery and unwinding*

Fr-SYM-1191-7

**Lagged effects of affective and cognitive rumination on work-related outcomes**

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**Main Abstract Content: Purpose:** The aim of the study is to examine whether affective and cognitive rumination during off-job time have lagged effects on work-related outcomes (job exhaustion, work engagement, organizational commitment and citizenship behaviour). Earlier studies have shown that affective rumination hinders recovery from work and relates to negative outcomes and suggest that rumination with a problem-solving focus could have beneficial effects.

**Design/Methodology:** The three-wave longitudinal data with a time lag of one year (spring 2013–2016, T1–T3) were collected using questionnaires among Finnish employees (N = 664) from different sectors and jobs (58% women, average age 47.5 years).

**Results:** The results showed that affective rumination at T1 had a lagged effect on high exhaustion and low levels of engagement and organizational commitment at T2. Of these effects, none lasted from T1 to T3. Cognitive rumination at T1 predicted high levels of commitment and citizenship behaviour at T2 and both these lagged effects lasted until T3. In all analyses, baseline, time pressure and autonomy at work as well as background factors were controlled for.

**Limitations:** The study is based on self-reports.

**Research/Practical Implications:** To maintain employee well-being and positive organizational attitudes it would be important to decrease affective rumination. Nevertheless, cognitive rumination during off-job time seems to be beneficial especially to organizational level outcomes.

**Originality/Value:** This three-wave longitudinal study is among the first studies on the lagged effects (1–2 years) of affective and cognitive work-related rumination.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Fr-SYM-1221-3

#### **Recent insights in recovery research: State of the art**

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<sup>1</sup>University of Surrey, Guildford, United Kingdom

#### **Main Abstract Content: State of the art**

The goal of this symposium is to put together and present recent insights from the area of recovery research. Recovery represents the process during which an individual's functioning returns to its pre-stressor level and in which strain is reduced. Recovery can take different forms like cognitive (rumination, detachment) or physical (relaxation, sleep) and is suggested to represent a daily phenomenon. However, we still have limited knowledge on its long-term effects on organizational outcomes, and executive functioning as well as on possible interventions to foster recovery. Moreover, we still lack knowledge on the role of new technologies (smartphones, social media) in the recovery process.

#### **New perspectives/Contributions**

The symposium presents two daily diary studies, one intervention study, a two-wave study and a multi-sample study. Rumination was shown to inhibit executive function, and the use of social media in the evening disturbed detachment from work on a daily basis. However, the daily use of smartphones was not detrimental for energy and mindfulness when individuals were able to detach from work. Poor recovery was also found to predict health status one year later, whereas low sleep quality was related to higher sickness absence over time. Finally, relaxation exercises were found to facilitate concentration and reduce fatigue because they increased detachment.

#### **Research/Practical Implications**

These studies highlight the importance of cognitive recovery to explain why individuals are affected by work demands and why recovery interventions are effective. The elaborated designs uncovered that doing nothing after work is insufficient to recover; forgetting about work appears to be a prerequisite for good health.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Recovery and unwinding***

Fr-SYM-1221-1

**When does intensive smartphone use make you vigorous and mindful? The role of detachment and aesthetics**

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**Main Abstract Content: Purpose**

Smartphones have intruded in our lives and people seem to use them any time and everywhere. Intense smartphone use is suggested to facilitate constant connection with work (and thus consume energy) and to facilitate the simultaneous involvement in multiple tasks (and thus diminish mindfulness). Bringing together recovery theory and aesthetics theory, we suggest that intense smartphone use will be related to more vigor and mindfulness when people are able to detach from work and when they trigger a hedonic experience to users (due to devices' challenging and novel character).

**Design/Methodology**

We collected diary data from 84 individuals x 5 days at the end of the working day and at bedtime.

**Results**

Multi-level analysis confirmed that two of the four three-way interactions were significant. Intensive smartphone use at work was positively related to mindfulness in the evening and intensive smartphone use at home was positively related to vigor in the evening, particularly when individuals could detach from work and rated the devices as having high hedonic quality.

**Limitations**

The use of paper-and-pencil booklets prohibits testing participants' compliance.

**Research/Practical Implications**

Daily recovery (cf. mental detachment) and aesthetic experience (cf. good design) seem to be able to turn intensive smartphone use into a factor that stimulates mindfulness and vigor at the end of a working day.

**Originality/Value**

The study uncovers the contingencies that explain when technology use positively influences daily well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Research design**

Fr-SYM-2349-1

**Revisiting Study Designs in I-O Psychology: Benefits and Challenges of Experimental Designs**

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**Main Abstract Content: State of the art**

Research findings in I-O Psychology and other applied fields are often criticized for being based on methods that do not allow to test and draw causal conclusions. For example, neither cross-sectional, correlational study designs nor the currently popular approach to assess constructs within diary methods (Ohly, Sonnentag, Niessen, & Zapf, 2010), allow directly for the testing of the causal ordering of the variables of interest. However, such insights are needed to test for the theoretical models that are built up on empirical findings and that guide actions taken in the applied field. Experimental designs with randomization are seen as the golden standard to test for causality (Cook & Campbell, 1979), but only a minority of published studies in I-O psychology is based on such research designs (Highhouse, 2009; King, Hebl, Botsford Morgan, & Ahmad, 2013).

**New perspective / contributions**

In this symposium, we present new experimental approaches for various contexts in I-O Psychology (motivation, personnel assessment, dark creativity, customer reactions). Our discussant, Jonas Lang, will then integrate our conclusions into an overall perspective of experimental research. We aim to give the audience new ideas for experimental study designs.

**Research / practical implications**

In theory, experimental research approaches are better than non-experimental ones: Experimental research allows researchers to test and draw causal conclusions. In practice, conducting experimental research in applied fields is challenging. This symposium seeks to move experimental research in IO psychology forward by discussing new experimental methods and applications.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Research methodology**

### **Research design**

Fr-SYM-2349-2

### **Comparing the performance effect of subconscious goals for two different priming methods**

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### **Main Abstract Content: Purpose**

Several studies have reported performance-enhancing effects of subconscious goals (Latham & Piccolo, 2012; Shantz & Latham, 2011). However, recent failures to replicate priming effects (Harris, Coburn, Rohrer, & Pashle, 2013) raise concerns about the applicability of such effects in practice. We aimed to 1) replicate the performance-enhancing effect of subconscious goals, 2) compare the effect of two different supraliminal priming methods, and 3) test if conscientiousness moderates priming effects.

### **Design**

We conducted a lab experiment with 203 participants. They completed the d2 concentration and attention test in one of four experimental conditions: with prior completion of a control scrambled sentences test (SST; neutral words), control-SST + priming photograph of a woman winning a race (Shantz & Latham, 2009), achievement-SST (Stajkovic, Locke, & Blair, 2006), achievement-SST + priming photograph.

### **Results**

We were able to only find mixed support for the performance-enhancing effect of different priming methods. However, our results indicate that priming via SST may be more effective, and that conscientiousness only positively impacts performance for the priming method using a photograph.

### **Limitations**

Our findings may be limited in terms of generalizability due to the fact that we studied the postulated relations under laboratory conditions with a student sample.

### **Research/Practical Implications**

Our findings demonstrate that the effect of priming cannot be easily generalized to every achievement setting and depends on additional factors, such as conscientiousness.

### **Originality/Value**

Our study is to our knowledge the first to systematically compare effects of different priming methods in a research design with high power.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Research methodology**

### **Research design**

Fr-SYM-2349-3

### **Effects of Assessing Dark Side Traits on Acceptance, Dropout, and Data Fabrication**

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#### **Main Abstract Content: Purpose**

Because of possible beneficial and maleficial effects of dark traits on work behavior (Jonason, Slomski, & Partyka, 2012; Judge & LePine, 2007; Zettler & Solga, 2013), the dark triad has become increasingly interesting for personnel selection. Some aspects of these traits are concerned as socially undesirable (Kajonius, Persson, Rosenberg, & Garcia, 2016). Thus, their use might lead to undesired applicant reactions, like dropout from the selection process or faking. Our study explores participant reactions to measures of the dark side of personality vs. measures focusing on desirable aspects.

#### **Design**

In an online-experiment, we randomly assigned 595 participants to complete either dark side or bright side measures (conditions “dark”: Dirty Dozen, Küfner, Dufner, & Back, 2015; short Dark Triad, Jones & Paulhus, 2014; Dark Triad of Personality at Work, Schwarzinger, & Schuler, 2016; vs. “bright”: OCB, Lee & Allen, 2002; UWES, Schaufeli & Bakker, 2003; proactive work behavior, Sychala & Sonnentag, 2011). We assessed suitability for personnel selection and social acceptance (AKZEPT!-P; Kersting, 2005). Participants were asked to recruit peer ratings via snowball-sampling and to participate in a second survey.

#### **Results**

Participants perceived dark side measures as less socially acceptable and suitable. The higher drop-out and higher number of fabricated peer-ratings after completing condition A vs. B were not significant.

#### **Limitations**

Data do not stem from real selection processes.

#### **Research/Practical Implications**

Using dark triad measures for personnel selection might lead to undesired participant behavior.

#### **Originality/Value**

The experimental design allows causal inferences about confronting participants with dark side measures.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Research methodology***

### ***Research design***

Fr-SYM-2349-5

## **How do Customer Motives Affect Customer Aggression at the Service Encounter?**

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<sup>1</sup>Darmstadt University of Technology, Darmstadt, Germany

### **Main Abstract Content: Purpose**

Customer aggression seems increasingly common during service encounters. Whereas effects of customer aggression for both frontline employees (FLEs) and customers are well documented, less is known about underlying mechanisms that cause verbal customer aggression. In the present research, we examine experimentally if and how different motives of customers affect their FLE-directed verbal aggression during service encounters.

### **Method**

Customers' motives – opportunism and retaliation - were first identified based on a qualitative CIT study with 131 FLEs. We used vignettes. The opportunism vignette instead induced a goal of gaining further resources by instrumentalizing the service encounter. A total of 78 undergraduates (46 women; age  $M = 24.2$ ,  $SD = 5.73$ ), participated for the main study (75 retained after checks for missing data), which was deemed appropriate for detecting medium-sized effects with a power of .80.

### **Results**

The results reveal that retaliation and opportunism motives can cause customer aggression.

### **Limitation**

This study is restricted to an experimental setting and only captures two types of motives that can cause verbal aggression.

### **Research/Practical Implications**

From a COR perspective, aggression can be seen as an expression of customer's efforts to prevent resource losses or to gain additional resources. From the customer's point of view, aggressive behavior may thus not necessarily be irrational, despite its well documented detrimental effects on employee well-being. In addition, negative experiences lead to negative affect on part of customers, even if they respond with relatively "cold-blooded" opportunistic motives in mind.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Research methodology**

### **Research design**

Fr-SYM-2349-4

## **When Creativity Meets Power: Dark Creativity in Marketing**

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### **Main Abstract Content: Purpose**

Creativity is seen as a significant driver for successful marketing activities (Bharadwaj & Menon, 2000; Hülshager, Anderson, & Salgado, 2009). However, little research focuses on its shady side. In our experimental study we examine the mutual influence of power and creativity as predictors for “dark creativity” (the use of creative ideas for malevolent actions; Cropley, 2010).

### **Design/Methodology**

Participants ( $N = 160$  young professionals) were randomly assigned to high vs. low power condition (role of marketing director vs. marketing intern). Baseline Creativity was assessed by a self-description inventory and a test. Explicit power motivation was assessed by a psychometrical survey. By that we can describe the effect of the subjective experience of power and of individual power motivation on ideational fluency (a measure of creativity) in an immoral marketing task.

### **Results**

Dark creativity is explained by creative performance in the benevolent task and power motive, the latter showing 5 percent incremental validity. The manipulation of a high vs. low power condition did not work. However, we managed to simulate an occupational task that provided an opportunity for dark creativity as a manipulation check showed.

### **Limitations**

The manipulation of power condition should be replicated in further research. Furthermore, attention should be turned to a more balanced sample regarding gender ratio and occupational background.

### **Research/Practical Implications**

Our findings support the concept of dark creativity as a combination of cognitive abilities and motivational aspects.

### **Originality/Value**

This article is the first to investigate the impact of power on creativity in an immoral occupational task.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Resilience***

Fr-SYM-1971-1

#### **Using personality type to build team resilience for coping with change**

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#### **Main Abstract Content: Purpose**

This paper describes a team development programme created for the East of England Patch team of Macmillan Cancer support, a large UK charity which was undergoing an extensive change programme; for almost all employees, the implications were unknown. The Patch team were responsible for managing all service developments and contracts across their region; the team leader wanted to help them build resilience in the face of the ongoing uncertainty. This paper demonstrates how psychologists can use personality assessment to help people to manage the uncertainty that accompanies change, and to build resilience despite limited control and information.

#### **Design/Methodology**

A four-session development programme was devised, taking personality type, as assessed by the MBTI assessment, as a starting point, but incorporating other models and approaches. The aims included increasing self and team awareness, exploring the impact of personality on working relationships, finding the best ways to support oneself and others through change, developing influencing skills and building resilience.

#### **Results/Outcomes**

Written participant evaluations showed very positive perceptions of the learning from each workshop and how this would impact performance; team leader follow-ups supported these.

#### **Limitations**

A full post-programme evaluation was not possible as some team members became affected by possible redundancy.

#### **Practical Implications**

The team now use several of the workshop techniques used as part of their team meetings and decision-making; the project demonstrates how other teams could incorporate these into development interventions.

#### **Originality/Value**

The study demonstrates the value of integrating different approaches in a development process to make learning 'stick'.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Scheduling of work**

Fr-SYM-1382-7

**Is ICT use the cause or result of reduced detachment? Investigating reversed causality in a diary study with a cross-lagged panel design**

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**Main Abstract Content: Purpose:**

Studies on the risks of work-related ICT use after hours often emphasize detrimental effects on detachment. The reversed causal effect – insufficient detachment leading to work-related ICT use – has not yet been examined. However, research would benefit from investigating bidirectional or reversed relationships to broaden our understanding of causes and risks of work-related ICT use during leisure time.

**Design/Methodology:**

Using a daily diary study design, data were collected from 134 German knowledge workers who completed three daily surveys during evening hours of 5 consecutive work days. Participants provided information on duration and intensity of work-related ICT use after work as well as their level of detachment on the second and third survey ensuring a cross-lagged panel design for each day.

**Results:**

Regression analysis supports the notion that failing to properly detach from work can lead to subsequent work-related ICT use.

**Limitations:**

The present study measured all constructs using self-reports and did not consider work-related ICT use on weekends/ during vacation.

**Research/Practical Implications:**

Considering the results future diary studies on ICT use and detachment should be mindful of bidirectional effects and investigate factors that moderate directionality between those variables

**Originality/Value:**

Using a diary study with a cross-lagged panel design this study discards the assumption that insufficient detachment is invariably the result of work-related ICT use and provides evidence for reversed causality. The short time lag reveals the dynamic between detachment and ICT within evenings.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Work-Life Interface***

### ***Scheduling of work***

Fr-SYM-1382-5

#### **Technology-assisted supplemental work and ego depletion – Role of person and situation**

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#### **Main Abstract Content: Purpose:**

Technology-assisted supplemental work (TASW; Fenner & Renn, 2010) is believed to contribute to ego depletion, but empirical results are inconsistent. Following conservation of resources theory, we suppose that employees performing TASW and, at the same time, achieving goals report lower levels of ego depletion than employees without goal achievement as a resource. Furthermore, we expect employees high on negative affectivity experiencing the highest levels of ego depletion.

#### **Design/Methodology:**

Using a daily diary study design, data were collected online from 148 knowledge workers in Germany who completed a general survey and three daily surveys over 5 work days.

#### **Results:**

Hierarchical moderation analyses support our hypotheses. Long TASW in the combination with high goal achievement and low NA does not contribute to ego depletion the next day – on the contrary, it diminishes. Furthermore, in the combination of low goal achievement and high NA, TASW turns into a stressor.

#### **Limitations:**

The constructs were measured with self-report scales.

#### **Research/Practical Implications:**

The results emphasize the relevance of conscious handling one's own resources after hours. Future research should shed more light on the circumstances and long-term consequences of TASW.

#### **Originality/Value:**

Our study contributes to the emerging research on TASW by examining its consequences and boundary conditions. The findings suggest TASW having negative effects only for some employees under some circumstances.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Scheduling of work***

Fr-SYM-1382-6

#### **Information overload and well-being: Longitudinal test of reverse causation**

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#### **Main Abstract Content: Purpose:**

Information overload by modern information and communication technology (ICT) is believed to be detrimental but longitudinal research is scarce. Because the term “overload” has negative connotations, there is a risk of spurious correlations with well-being outcomes. Furthermore, reverse causation seems likely because when employees are too exhausted to deal with work demands, they might perceive their current email and information load as taxing or overloading.

#### **Design/Methodology:**

We tested the effects in a 2-wave panel design and conducted an online survey collecting data by German employees ( $N = 95$ ) two weeks apart.

#### **Results:**

Exploratory factor analysis revealed three components of information overload: by emails, by additional ICT, and general work overload. Only general work overload was a significant predictor when examining the three components simultaneously. Test of reverse causation revealed that lower levels of well-being contribute to higher levels of general work overload. Well-being was not related to email overload or ICT overload two weeks later.

#### **Limitations:**

The validity of the information overload instrument by Misra and Stokols (2012) needs further examination.

#### **Research/practical implications:**

The results suggest that information overload is detrimental to well-being, but not when considering more traditional stressors such as general workload. Future research needs to examine the sources of information overload and the effects of information overload in specific high risk occupations.

#### **Originality/value:**

This study is one of the few longitudinal studies in this area testing for reverse causation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Work-Life Interface**

### **Scheduling of work**

Fr-SYM-1382-2

#### **The importance of feeling in control: Work-related ICT use during non-work time, well-being and perceived control**

S. Schlachter<sup>1,\*</sup>, M. Cropley<sup>1</sup>, I. Inceoglu<sup>2</sup>, A. McDowall<sup>3</sup>

<sup>1</sup>School of Psychology, <sup>2</sup>Surrey Business School, University Of Surrey, Guildford, <sup>3</sup>Department of Organizational Psychology, Birkbeck, University of London, London, United Kingdom

#### **Main Abstract Content: Purpose:**

Research findings propose that using information and communication technologies (ICTs) for work-related purposes during non-work time can negatively affect employees' well-being. However, findings have been inconsistent indicating the possibility of moderating effects. This study examines whether perceived control in relation to such ICT use moderates the proposed associations.

#### **Design/Methodology:**

Using an online questionnaire design, data from knowledge workers in Germany have been collected.

#### **Results:**

Initial data analyses indicate that feeling in control over one's work-related ICT use and leisure time are positively associated with well-being; using ICTs for extrinsic reasons is negatively associated. Initial moderation analyses did not find interaction effects.

#### **Limitations:**

Data for this study have been collected using self-report scales. Furthermore, data are cross-sectional; hence, causality cannot be implied.

#### **Research/Practical Implications:**

Given the influential role of perceived control, future research should investigate which aspects of the work context and the individual employee contribute to feeling in control to design intervention studies aiming to enhance perceived control.

The influential role of control should further be taken into account in practice when discussing restrictions of out-of-office availability within companies.

#### **Originality/Value:**

Our knowledge regarding conditions under which work-related ICT use during non-work time is associated with negative outcomes for employees' well-being remains limited. This study extends our knowledge indicating that such ICT use could be beneficial to employees who feel in control. Such findings are important when discussing how to approach constant availability for work and for which employees this is even necessary.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Work-Life Interface***

***Scheduling of work***

Fr-SYM-1382-3

**Employees' work-family conflict as a moderator between their use of new information and communications technologies and subjective well-being**

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**Main Abstract Content: Purpose:**

To date, little is known about the consequences of the use of new information and communications technologies (ICT) relating to the workplace and studies show contradictory results. On the one hand, positive correlations between the use of new technologies and subjective well-being are reported; on the other hand, negative correlations with well-being demonstrate the risks of ICT. The present study focuses on the moderating role of work-family conflict in this relationship. A work-family conflict can arise if the role pressures from work and family domains are incompatible so that participation in one role is made more difficult by participation in another role.

**Design/Methodology:**

On the basis of a cross-sectional design and an online survey with 321 employees, hierarchical linear regression analyses were conducted.

**Results:**

The use of ICT is negatively and significantly correlated with employees' subjective well-being. Work-family conflict plays a moderating role: If employees perceive low work-family conflict, the relationship between use of ICT and well-being is positive, while it is negative in the case of high work-family conflict.

**Limitations:**

Conclusions regarding causality cannot be drawn because of the cross-sectional design.

**Research/Practical Implications:**

Our study points out that it is necessary to examine the effects of ICT under different conditions.

**Originality/Value:**

The study contributes to knowledge on the effects of ICT on employees' well-being. It gives detailed insights by integrating concepts like work-life blending and work-family conflict.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Scheduling of work***

Fr-SYM-1382-4

#### **Cyberslacking my work away vs. switched-on culture**

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<sup>1</sup>Department of Work, Organizational and Media Psychology, Johannes Kepler University Linz, Linz, Austria

#### **Main Abstract Content: Purpose:**

Information and communication technologies (ICT) are omnipresent in offices and during telework alike. With ICT use during work, employees get the opportunity to use it for non-work related activities as well, known as cyberslacking. Telework arrangements are enabled via ICT and seen as a sign of an autonomous, flexible workforce, leading to enhanced work satisfaction, well-being, and work-life balance (without conflicts). Availability of work-related ICT at home may hinder employees from switching off from work. This might engender work-life conflict, which in turn is detrimental to work satisfaction and well-being. However, cyberslacking during work can buffer these negative effects. This study explores the role of cyberslacking, telework intensity, and ICT-use intensity during telework, and non-telework, for work-life conflict.

#### **Design/Methodology:**

An online survey yielded 916 working participants, of which 464 engaged in telework to some extent.

#### **Results:**

Results indicate a relationship between telework intensity, communication intensity via ICT, cyberslacking, and work-life conflict, which consequently is important for work-related outcomes.

#### **Limitations:**

Results are limited by self-reported data and the cross-sectional design. It is a very heterogeneous sample and characteristics of specific vocational fields could not be considered.

#### **Research/Practical Implications:**

If work-related ICT use at home is studied, it would be beneficial to look at non-work-related ICT use at work as well. Acknowledging both can help to entangle the detrimental and beneficial potentials of ICT use at the workplace.

#### **Originality/Value:**

A look on work-life conflict of teleworker and non-teleworker alike, and the role ICT use and cyberslacking play acknowledges work-related ICT use at home and non-work-related ICT use at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Work-Life Interface***

***Scheduling of work***

Fr-SYM-1382-1

**Is constant work-related technology use inevitably bad for employees? Scrutinising the associations of technology use and well-being**

S. Schlachter <sup>1,\*</sup>, L. Duranova <sup>2</sup>

<sup>1</sup>School of Psychology, University Of Surrey, Guildford, United Kingdom, <sup>2</sup>FOM – University of Applied Sciences Frankfurt, Frankfurt, Germany

**Main Abstract Content: State of the Art:**

Constantly using information and communication technologies (ICTs) for work, particularly during non-work time, has frequently been associated with negative outcomes for employees' well-being and work-life balance. However, these associations are not as inevitable as occasionally suggested since research findings have been inconsistent. Research is thus needed to scrutinise the associations between work-related ICT use and different facets of well-being to provide more clarity of the relationships and potential boundary conditions.

**New Perspectives/Contributions:**

Six studies are presented which examine different aspects of well-being in the context of ICT use. The first four studies examine different conditions under which ICT use is negatively (i.e., work-family conflict, negative affectivity) or positively (i.e., ICT use-related perceived control, goal achievement, cyberslacking at work) associated with well-being. The fifth paper suggests that the association between work-related ICT use after hours and psychological detachment is bidirectional. The last paper concludes that information overload through ICTs is a less powerful predictor of reduced well-being when considering general workload as well.

**Research/Practical Implications:**

This symposium extends our knowledge of work-related ICT use and its associations with employee well-being, and under which conditions these associations could be exacerbated or buffered. The symposium further questions frequently claimed negative effects of constant ICT use on well-being by testing reversed causation models.

The findings are of interest to organisations aiming to approach technology use on a finer-grained level as this symposium outlines for which employees ICT use might be more or less beneficial enabling more individualised support.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Sa-SYM-1206-5

## **Is the Job-Performance – Dark-Triad Relationship moderated by Situational Strength at Work?**

A. Ion\*

**Main Abstract Content:** Purpose: It has been argued that the negative effect of Dark Triad (DT) personality traits – Machiavellianism, Narcissism and Psychopathy on work-relevant outcomes involves a disruption of social exchange processes (e.g. O’Boyle, Forsyth, Banks, & McDaniel, 2012). Thus, situational factors likely moderate the impact of DT on these work outcomes. This paper examines the moderating effect of situational strength at work (SSW) on the relationship between DT and work-relevant outcomes, task performance organizational citizenship behaviors and counter-productive work behaviors. SSW is conceptualized as a set of implicit or explicit cues, provided by entities external to the individual and indicating the extent to which various forms of behavior are considered desirable (Meyer, Dalal, & Hermida, 2010).

Design: A cross-sectional research design was employed. Participants were 273 Romanian working adults, with age ranging between 21 and 60 years ( $M = 35.82$ ,  $SD = 7.13$ ).

Results: Results indicate a relatively small, but significant relationship between DT task performance and citizenship behaviors and a moderate one between DT and counterproductive work behaviors. The relationship between DT and the three work-relevant outcomes is resistant to situational cues.

Limitations: Amongst the limitations we list the cross-sectional design, the self-reported measurement of work-relevant outcomes and the non-exhaustive trait-relevant situational cues that could moderate the DT-job performance relationship.

Research implications: Our paper makes contributions to the intricate DT and work-relevant outcomes domain, enhancing our understanding regarding the joint effects of individual differences and situational characteristics over work-relevant outcomes.

Originality/Value: Drawing on the person-situation interaction framework, the paper contributes to understanding the extent to which the effects of DT on work-relevant outcomes generalizes across contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Selection methods***

Th-SYM-2805-3

**Games-Based Assessment, insight from a Tech Start-up**

L. Montefiori <sup>1,\*</sup>

<sup>1</sup>Arctic Shores, Manchester, United Kingdom

**Main Abstract Content: State Of The Art**

Games-Based Assessment (GBA) is the latest development in personality measurement. This new approach, heavily based on experimental psychology, generates psychometric scores by eliciting individual differences in game play across carefully crafted game scenarios. This is a neat shift from the status quo of personality assessment that traditionally relies on individuals' ability and willingness to accurately describe themselves. GBA advocates for a more objective observation of individual differences, leaving little, if any, room to subjectivity and bias, in fact, preliminary evidence suggests that this divorce from self-report may offer a great solution to well-known issues such as social desirability and lack of self-insight, gender bias, and the effect of test anxiety.

**New Perspectives/Contributions**

Arctic Shores has developed a series of GBAs that measure a range of workplace-relevant psychological constructs; this work provides a great contribution to the advancement of the technology, and of our understanding, of personality assessment.

**Research/Practical Implication**

Insight from several studies and live programmes suggests that GBAs not only are a viable alternative to existing methodologies, but they overcome their self-reported counterparts' main shortcomings. This opens the debate to several topics, including validity, ethics, and fairness, for example.

**Originality/Value**

This talk will offer a great opportunity to the Conference's delegates to hear an overview of the work that this young tech start-up has carried out in its first two years of business, and will enable the delegates to develop an informed opinion on the subject.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee Selection***

### ***Selection methods***

Th-SYM-2805-4

## **Gamifying Situational Judgment - from classical psychometric assessment to gamified assessment**

A. Preuss<sup>1</sup>, K. Lochner<sup>1</sup>, H. Grosvenor<sup>2</sup>, J. Bennohr<sup>3,\*</sup>

<sup>1</sup>cut-e Group, Hamburg, Germany, <sup>2</sup>cut-e UK, London, United Kingdom, <sup>3</sup>Cut-e-Group, Hamburg, Germany

### **Main Abstract Content: Purpose**

Situational Judgement Tests (SJTs) are popular in the area of assessment because of their criterion-related validity (Lievens, Peeters, & Schollaert, 2008). However, the situations created are artificial to a certain extent, particularly when it comes to social interaction. The purpose of this study was to explore the possibility of gamifying two validated SJTs to make them more realistic.

### **Design/Methodology**

The gamified SJTs simulate real-time instant messaging like WhatsApp or Facebook messenger. Participants take on the role of an employee working and chat with their virtual colleagues. In an online study the gamified SJTs were administered with the original SJTs and a personality questionnaire.

### **Results**

There were significant and substantial correlations between the original and the gamified SJT versions, and in a regression model the personality traits behavioural and conscientious explained additional variance compared to the SJT alone.

### **Limitations**

Because the study was an anonymous online study it was not possible to interview candidates on whether they found the gamified SJTs more realistic than the original ones. Moreover, since no job performance criteria were included it was not possible to determine which type of instrument was the better predictor of job performance.

### **Research/Practical implications**

The study showed that it is possible to change the format of a classical SJT into one that simulates real-time instant messaging like WhatsApp or Facebook messenger. The instruments are used in real selection processes.

### **Originality/Value**

The new instrument is likely to be appealing and engaging to a cutting-edge audience.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Fr-SYM-2677-1

#### **(Inter-)National Standards for Assessment Center operations: Similar but Different?**

S. Höft\*, M. Sürmeli

**Main Abstract Content:** The “Guidelines and ethical considerations for Assessment Center operations” formed by an international taskforce had first been published in 1975 and revised five times in the sequencing years (6<sup>th</sup> edition 2015). In the meantime, a multitude of national AC standards (e.g. 1987: South Africa; 1992: Germany; 2002: Indonesia; 2004: United Kingdom; 2007: Switzerland; 2013: Russia; 2015: Turkey) had been formulated highlighting different priorities and demands. All these standards exist parallel to official international (ISO 10667) and national norms (e.g. the German DIN33430) covering general rules for personnel selection processes. This could be seen as an indication that AC standards are regarded as necessary to cover the specific characteristics of this assessment approach.

In 2015 Mehmet Suermeli presented at the ICOAC conference a first comparative analysis of six AC standards (international, German, Russian, South African, United Kingdom and Turkish guidelines). Based on more than 90 criteria he demonstrated that the national standards form separate profiles with emphasis on specific aspects of the AC process.

The symposium continues the work of Mehmet Suermeli on the basis of a multiperspective approach: Different experts for national standards (Baron: United Kingdom; Hoeft: Germany; Ingold&Annen: Switzerland; Kriek: South Africa; Suermeli: Turkey) present their view on the topic and highlight the unique features of their latest versions of national AC standards.

In the closing discussion, a special emphasis should be given to the conceptual overlap of general standards on one hand and (necessary?) national uniqueness on the other.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Th-SYM-2805-2

## **Gamified Assessment - Definitions, concepts, and issues**

T. Warszta <sup>1,\*</sup>, A. Siemsen <sup>1</sup>

<sup>1</sup>Westcoast University of Applied Sciences, Heide, Germany

### **Main Abstract Content: State of the Art**

During the past decade, there has been an increasing scientific interest in methods of gamification (Harman, Koohang, & Paliszkievicz, 2014, for an overview). But even though there is a growing use of gamification in the domain of recruitment and selection, little research has been conducted on the topic of Gamified Assessment. Therefore, gamified assessment is not only poorly defined but also lacking a substantiating framework.

### **New Perspectives/Contributions**

Drawing on the definition of gamification by Deterding, Dixon, Khaled, and Nacke (2011), the authors propose a definition of Gamified Assessment, taking into account a psychometric basis, games or gaming elements as well as the use of communication and information technology. Furthermore, a categorial framework for gamified assessment is provided, discussing topics like recruitment vs. selection, game vs. gaming elements, single vs. multiple attempts, and continuous vs. contingent reward. In a second step, issues and problems connected to gamified assessment are being discussed, with special attention to highly approved testing standards (i.e., APA, 2010) and their recommendations regarding psychometric qualities, fairness, software requirements, and ethical considerations.

### **Research/Practical Implications**

This paper contributes precious theoretical considerations to the field of gamified assessment by providing (a) a definition, (b) a categorial framework, and (c) a discussion of chances and problems of gamified assessment. Researchers can use the theoretical foundation to extend the knowledge about gamified assessment, e.g. in terms of a better understanding of gamified assessment, as well as external and internal validity and the equivalence compared to non-gamified assessment.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Selection methods***

Fr-SYM-2677-6

**Turkey Assessment Center Methodology Guideline 2015**

M. Sürmeli\*

**Main Abstract Content:** The idea of having national standards began with a benchmark study, which was carried out among the biggest companies of Turkey, to understand the assessment center usage and the competency assessment tools.

The 1th edition of Assessment Centre Guidelines for Turkey was compiled by a taskforce, which represented a wide range of talents and interests from universities, business organizations, consultants and the psychology professions.

One of our methodologies while developing the Turkish Standards was to compare other countries' standards with each other. The Taskforce examined the similarities and differences among seven countries on assessment center methods.

This presentation will also describe some of the specific challenges Human Resource Professions and Assessment Practitioners are facing in Turkey.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Th-SYM-2805-5

## **Gamified and “Classical” Psychometric Assessment – Convergent, Divergent, and Incremental Validity**

K. Lochner, L. Montefiori <sup>1</sup>, A. Preuss <sup>2</sup>, R. Justenhoven <sup>3,\*</sup>

<sup>1</sup>Arctic Shores, Manchester, United Kingdom, <sup>2</sup>cut-e Group, <sup>3</sup>Cut-e-Group, Hamburg, Germany

### **Main Abstract Content: Purpose**

Game-based assessment (GBA) is perceived as engaging and is therefore of increased interest in recruitment. However, the question is whether this kind of assessment taps into the same constructs as “classical” assessments. The purpose of this study was to explore to what extent similar constructs measured by tests and questionnaires on the one hand and by the GBA “Cosmic Cadet” on the other hand correlate.

### **Method**

In an online study, N = 148 participants completed the GBA and number of cognitive ability tests and a personality questionnaire.

### **Results**

There were significant positive correlations between convergent thinking measured by the tests and by the GBA, and significant negative correlations between the related personality constructs of conscientiousness (personality questionnaire) and risk propensity (GBA).

### **Limitations**

The study did not include any measures of job performance, therefore it could not be determined which measure makes the better prediction and whether the combination of both types of instruments leads to incremental validity.

### **Research/Practical Implications**

The study sheds light into the question what GBAs measure and how they relate to tests and questionnaires.

### **Originality/Value**

This is the first study that directly compares “classical” psychometric assessments and GBA and it shows that there is common variance in the two types of instruments.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Selection methods***

Fr-SYM-2677-7

**Discussion: A comparison of different (inter-)national standards for Assessment Center operations**

M. Sürmeli\*, S. Höft

**Main Abstract Content:** In 2015, Mehmet Suermeli presented at the ICOAC conference a first comparative analysis of six AC standards (international, German, Russian, South African, United Kingdom and Turkish guidelines).

The comparison was based on a catalogue of more than 90 criteria grouped in thirteen clusters:

- Main topics coverage
- Essential elements of an Assessment Center
- Preparation of an AC
- AC delivery
- Issues related with AC results
- Post-AC review
- Training issues
- AC roles
- Ethical issues
- Legal issues
- (Numerical) specifications concerning assessors and trainings
- (Numerical) specifications concerning competencies/dimensions/simulations
- Other issues

The discussion will deliver an updated and consolidated version of this comparison taking into account all new versions of the different standards presented in the symposium.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Th-SYM-2805-1

#### **Game-based assessment – Concepts and insight from research and practice**

K. Lochner<sup>1</sup>, L. Montefiori<sup>2</sup>, T. Warszta<sup>3,\*</sup>, A. Preuss<sup>1</sup>, A. Siemsen<sup>3</sup>, H. Grosvenor<sup>4</sup>

<sup>1</sup>cut-e Group, Hamburg, Germany, <sup>2</sup>Arctic Shores, Manchester, United Kingdom, <sup>3</sup>Westcoast University of Applied Sciences, Heide, Germany, <sup>4</sup>cut-e UK, London, United Kingdom

**Main Abstract Content:** Game-based assessment (GBA) seems to be one of the “hottest topics” in psychometrics today. GBA is increasingly popular not only with researchers, but also with organizations who use psychometric assessment for selecting and developing employees. A recent literature search by Hamari, Koivisto, and Sarsa (2014) found that the hits for the term “gamification” in different search engines went from almost 0 in 2010 to about 240 in 2013.

However, when conducting in-depth literature research on the topic it seems that (1) theoretical and conceptual background as well as consistent classification and definitions are lacking; that (2) constructs measured and the relation of GBA and “classical” psychometric assessment using tests and questionnaires have not been studied in depth; and that (3) the often claimed advantages of GBA such as greater candidate motivation or less susceptibility to faking (Hamari, Koivisto, & Sarsa, 2014) have not been studied extensively yet.

The symposium intends to fill this gap. The first paper by Warszta and Siemsen provides definitions and a conceptual framework for GBA and highlights issues and problems associated with the method. The paper by Montefiori introduces GBA that was developed based on games and uses behavioral data to make inferences on candidates’ cognitive abilities and personality. The paper by Preuss and Grosvenor, by contrast, looks at how a classical psychometric instrument, an SJT, was gamified. Finally, the fourth paper by Lochner, Montefiori and Preuss, investigates how GBA relates to “classical” psychometric assessments (ability tests and self-report personality questionnaires).

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Selection methods***

Fr-SYM-2677-4

**The United Kingdom Assessment Centre Standard 2015**

H. Baron\*

**Main Abstract Content:** The Division of Occupational Psychology of the British Psychological Society convened a working group of practitioners and academics to update existing guidelines on assessment centre practice in 2012 and consider ways of improving practice. A survey revealed that practitioners were aware of much poor practice and it was decided that a more detailed standard might help address this.

“The design and delivery of Assessment Centres” was published in 2015. It is designed to complement the ISO 10667 standard. It is written in a similar manner – for example differentiating between minimal standard elements indicated by “*shall*” in the text and best practice elements indicated by “*should*”. ISO 10667 provides an overview of using assessments properly and requires individuals to follow specific standards for specific assessment methods. The UK Assessment Centre standard constitutes such a standard with respect to Assessment and Development centres.

The standard is quite detailed, running to 35 pages, not including the seven appendices providing guidance on additional topics. It is designed to be useful for both those who commission assessment and development centre services and those who design and deliver them. It tries to be as prescriptive as possible within the confines of the evidence base. In particular there was an effort to provide more detail in those areas which the initial survey identified as particularly subject to poor practice. These include topics such as centre design, appropriate resourcing, and decision making.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee Selection***

***Selection methods***

Fr-SYM-2677-5

**The 5th edition of Assessment Centre Guidelines for South Africa: Unique challenges in a complex legal environment**

H. Kriek\*

**Main Abstract Content:** The 5th edition of Assessment Centre Guidelines for South Africa was compiled by a taskforce under the auspices of the Assessment Centre Study Group (ACSG) of South Africa in 2015. The revised 5th edition Guidelines represent an update of the 2007 4th edition Guidelines and take the latest international developments, AC design, implementation and evaluation of ACs in the workplace in South Africa into consideration.

These Guidelines provide: (1) guidance to industrial and organisational psychologists, organisational consultants, human resource management specialists, generalists and the Department of Labour, and others designing and conducting ACs; (2) information to managers deciding whether or not to introduce AC methods; (3) instructions to assessors taking part in the assessment centre; (4) guidance on the use of technology and navigating diverse cultural contexts; and (5) a reference for professionals on best practice considerations in the use of the assessment centre method.

In addition, the revised Guidelines seek to take into account the many scientific advancements in the AC domain since the publication of the 4th edition Guidelines. Furthermore, it was necessary to make specific allowance in the 5th edition Guidelines for the impact of technology, legislation, validation strategies and cultural considerations on AC practice in South Africa.

During this presentation some of the unique challenges Assessment Practitioners are facing in South Africa will be discussed. How these challenges has influenced the development of the South African Assessment Centre Guidelines, will also be highlighted.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Th-SYM-445-6

**Social media and employment decisions.**

**How applicants manage digital identity and prevent doocing**

M. Cortini\*, S. Fantinelli

**Main Abstract Content:** More than a decade ago, Lievens and colleagues (2002) presented the web as being a definitely interesting challenge in personnel selection. Nowadays, Social Networking webSites (SNWs) do represent a reality which recruitment and selection live by (Nikolaou, 2014).

The present study aimed at investigating attitudes towards and use of Social Networks by both job applicants and recruiters by using both qualitative and quantitative methods.

**Design:** The research consists of 2 different studies: 5 focus group discussions with 30 job seekers and an ad hoc questionnaire filled in by a sample of applicants (180) and recruiters (50), in order to explore the perceptions of fairness of employers' use of social media for making employment decisions, and to explore the way by which applicants and recruiters manage a sort of anticipated doocing. "Doocing", also known as "facebook fired", means being fired for posts done on social media sites and it is something that potential applicants should be aware of, in order to manage in the right way the selection procedures.

**Results:** According to our results, the fear for doocing depends on gender, age, and sector of potential employment.

**Limitations:** The study is cross-sectional with data collected thanks to a convenience sample

**Implications:** Our results suggest HR managers should provide and discuss with employees blog and Social Network policies

**Originality/Value:** At least to our knowledge, this is the first time that work and organizational psychology discusses about doocing.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Selection methods***

Fr-SYM-2677-3

**Swiss Assessment Certification Standards: Striving for Better Assessment Center Practices through Certifications?**

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<sup>1</sup>Work and Organizational Psychology Group, University of Zurich, Zuerich, Switzerland

**Main Abstract Content:** This presentation will present current standards of AC practices in Switzerland as they exist in Swiss Assessment with a focus on AC certification standards that have been developed and applied in practice. Swiss assessment (formerly known as Arbeitskreis Assessment Center Switzerland) is a network of Swiss organizations who are applying ACs a) in their own organizations or b) conduct ACs in organizations as external consulting service.

This session will focus on the certification standards of Swiss ACs that have been applied as a collaboration of Swiss Assessment, SQS (a Swiss company specialized in certifications) and the Work & Organizational Psychology Group of the University of Zurich since 2012. The presenter will introduce the 22 certification standards that have been developed and applied in this AC network.

These standards cover for instance scientific principles of exercises and tests, assessor training, and validation data. Organizations that seek to be certified have to deliver the relevant certification material to the auditors. Afterwards, the auditors (a member of SQS and a scientific expert on assessment centers) conduct an audit during which they observe an actual assessment center that is conducted by the respective organization and assess whether the certification candidate fulfills the standards.

This session will provide insights on practical experiences on these certifications and first recertifications gained after a period of more than four years. As such, this session will allow for discussions about the advantages and disadvantages of this approach for improving the quality of AC practices in organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Fr-SYM-2677-2

## **German AC standards: Main aspects of the revised version 2016**

S. Höft\*

**Main Abstract Content:** The German standards had been initiated by the “Arbeitskreis Assessment Center e.V (AkAC)”, a non-profit merger of presently approximately 100 personnel specialists of commercial and service enterprises, science and public administration. The standards were elaborated in a first version in 1992. A first revision of the AC standards was completed in 2004. The present updated version was published in 2016.

The main changes of the third version are:

- Greater weight is placed on the core idea of methods variety (behavior simulation plus interview plus test/questionnaire)
- All roles/persons relevant for the AC process are taken into account (person responsible for procedures, moderators, test supervisors, role players, interviewers, assessors)
- A considerable extension of the method recommendations has been made and more examples of possible violations of standards have been added.
- More concrete qualitative minimum standards in the AC are defined, e.g. with regard to the number and variation of procedure elements, the structuring of behavioral observations and interviews.

The text structuring is a USP of the German AC standards: The current version includes ten individual standards that are formally based on the process of the AC construction and implementation in practice. Initially, every individual standard is given a distinctive name. Then the specific benefit of the standard contents is described and their relevance is explained. This is followed by recommendations for the practical implementation of the standard. Finally, typical practical procedures that violate the respective standard are described under the heading “Violations”.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Th-SYM-445-1

## **European Network of Selection Researchers (ENESER) Symposium: Recruitment in the Digital Era**

I. Nikolaou\*

### **Main Abstract Content: State of the Art**

Employee recruitment is an important and well-studied area of research in Work and Organizational Psychology. However, it is also an important area of practice, which has been severely affected by new technological developments. The current invited symposium, organized by ENESER members ([www.eneser.eu](http://www.eneser.eu)), aims at exploring a number of new research topics in the field, which also have a major impact among professional personnel psychologists.

### **New Perspectives/Contributions**

The first paper by Cortini & Fantinelli presents two studies on Social Media and perceptions of fairness of employers' use of social media, whereas in the second study, Carpentier, Van Hove & Stockman will present the results of an experimental study about how companies' activities on social media might influence job seeker perceptions. The third study by Georgiou & Nikolaou explore a new trend; the role of gamification in recruitment and selection and present the results of the development of a new serious game to be used for recruitment purposes. Similarly, Langer, König, and Papathanasiou also explore a new topic, namely how social sensing technologies might have an impact on selection practices. Finally, Roulin and Levashina examine the use of LinkedIn as a personnel selection method.

### **Research/Practical Implications**

All studies included in this invited symposium aim to cover important gaps in recruitment in the digital era. We hope that the symposium will form the basis for more research on these topics in the future, along with the diffusion of important practical implications for recruiters and HR professionals.

**Discussant:** Janneke Oostrom, VU University of Amsterdam

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Fr-SYM-703-6

## **How good are you as a supervisor? Assessing leadership behaviors in the structured interview to predict subordinate well-being**

A. L. Heimann\*, P. Ingold<sup>1</sup>, M. Kleinmann<sup>1</sup>

<sup>1</sup>Department of Psychology, Zurich, Switzerland

### **Main Abstract Content: Purpose**

Leadership behaviors affect leaders' effectiveness and can influence subordinates' well-being. Although structured interviews are often used to select leaders, relevant theories of leadership behavior are hardly applied when it comes to developing and validating structured interviews. Key criteria for validating structured interviews for leader selection might be how well interviews can assess different leadership behaviors, and how well interview ratings can predict outcomes of leadership behaviors. Building on these assumptions, we developed and validated a structured interview assessing leadership behaviors, and examined whether interview ratings of leadership behaviors predicted subordinate well-being

### **Design/Methodology**

Interviewees were 203 supervisors in diverse leadership positions who completed a structured interview as part of a leadership training program. Two subordinates of each supervisor answered an online questionnaire on different indicators of their well-being.

### **Results**

Regarding construct-related validity, confirmatory factor analyses supported the assumption that different leadership behaviors could be assessed as distinct interview dimensions. Regarding criterion-related validity, regression analyses revealed that the overall interview rating of leadership behaviors predicted subordinates' intrinsic work motivation, affective commitment, and general well-being.

### **Limitations**

It remains to be examined how much the results generalize to more homogeneous samples regarding leadership positions.

### **Research/Practical Implications**

Results imply that structured interviews can be used to identify supervisors whose behaviors promote subordinate well-being.

### **Originality/Value**

This study contributes to interview research by integrating theories of leadership behavior into the development of structured interviews and by expanding the criterion domain of structured interviews for leader selection to subordinate well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Fr-SYM-703-1

#### **Selection interviews: a deeper understanding of processes and consequences**

M. Kleinmann\*, A. Wilhelmy<sup>1</sup>

<sup>1</sup>Department of Psychology, Zurich, Switzerland

#### **Main Abstract Content:** State of the Art

Selection interviews are established tools in personnel psychology. They are widely used and possess predictive validity. However, the dynamics between the recruitment staff and the applicants during the selection interview have not yet been the main focus of interview research.

#### **New Perspectives/Contributions**

Five studies examine this important area in more depth. In the first two studies, applicants try to influence the recruitment staff in different ways. In the first study, the focus lies on antecedents of honest and deceptive impression management behavior of applicants. In the second study, we increased our understanding of the dynamics and outcomes of applicant nonverbal behaviour in employment interviews by introducing mimicry. The third study asks whether the recruitment staff should provide applicants with different levels of information during the interview. Information worked as a suppressor: it had a positive indirect effect on overall organizational attractiveness through perceived information known and openness, and a direct negative effect on organizational attractiveness. The fourth study examines the effects of the expectation of fairness on organizational attractiveness in a longitudinal design. Finally, the last study regards the effect of a specific developed leadership interview on well-being of applicants' coworkers. Regarding criterion-related validity, the results showed that the overall interview rating of leadership behaviors predicted subordinates' intrinsic work motivation, affective commitment, and general well-being.

#### **Research/Practical Implications**

The five studies substantially increase our knowledge of the dyadic interaction within the selection interview as its antecedents and consequences.

Discussant: Allen Huffcutt

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Fr-SYM-703-5

### **Fairness in the interview: The role of applicants' expectations**

A. Wilhelmy\*, M. Kleinmann <sup>1</sup>, K. Melchers, L. Schneider <sup>2</sup>

<sup>1</sup>Department of Psychology, Zurich, Switzerland, <sup>2</sup>GGW Homburg, Homburg , Germany

#### **Main Abstract Content: Purpose**

Applicants' fairness perceptions influence organizational attractiveness. However, applicants enter interviews with expectations in mind (e.g., on how the interview will be conducted), and these expectations are likely to affect how applicants react to the interview. The aim of our study was to increase our theoretical understanding of applicants' fairness expectations by using a longitudinal design and incorporating different theoretical frameworks.

#### **Design/Methodology**

We conducted a three-wave field study with 127 real candidates who applied for a Bachelor's program and were selected based on interviews. Fairness expectations (interpersonal, informational, procedural, and distributive) and baseline values of organizational attractiveness were assessed 1-2 weeks before the interview. Fairness perceptions (interpersonal, informational, and procedural) were assessed directly after the interview. Distributive fairness perceptions and organizational attractiveness were assessed after applicants had received their interview results.

#### **Results**

We found that interpersonal, informational, and procedural fairness expectations indirectly influenced organizational attractiveness via fairness perceptions.

In addition, we found that expectation-perception congruence had an effect on organizational attractiveness regarding procedural fairness, and that this effect was independent of the absolute values of expectations and perceptions.

#### **Limitations**

We used self-report measures to assess expectations and perceptions, which is a well-established method, but may imply common-method variance. To counteract this potential limitation, we used a longitudinal study design.

#### **Research/Practical Implications**

It seems advisable to increase applicants' fairness expectations and to make sure that applicants' procedural fairness expectations are met during the interview.

#### **Originality/Value**

We contribute to the debate on applicants' expectations by using different theories and longitudinal field data.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee Selection***

### ***Selection methods***

Fr-SYM-703-4

## **Should we explain what awaits them? Information as a double-edged sword for technologically advanced job interview procedures**

M. Langer <sup>1,\*</sup>, C. König <sup>1</sup>, A. Fitili <sup>1</sup>

<sup>1</sup>Universität des Saarlandes, Saarbrücken, Germany

### **Main Abstract Content:** Purpose:

Job interviews could dramatically change due to novel technologies (e.g., automatic measurement and interpretation of non- or paraverbal behavior). Such technologies are already used in practice although applicants' reactions to them are unknown. Thus, we explored whether providing applicants with different levels of information on novel technologies in job interviews could influence fairness perceptions and organizational attractiveness, because giving information should make procedures more transparent and understandable. In addition, applicants' experience with these technologies (e.g., due to studying computer science) could also impact their reactions.

### Design:

In a 2x2 design (level of information low vs. high; computer science vs. other students), we provided participants ( $N=120$ , half of them computer science students) online with either low or high amount of information about a technologically advanced interview. Afterwards, participants watched a video showing this interview. Following, participants filled out several questionnaires.

### Results:

Information worked as a suppressor: it had a positive indirect effect on overall organizational attractiveness through perceived information known and openness, and a direct negative effect on organizational attractiveness. Furthermore, there were no differences between computer science students and other students.

### Limitations:

Participants only saw a video, reducing their immersion into the situation.

### Research/Practical Implications:

Information is a double-edged sword as it increases fairness perceptions but at the same time lowers organizational attractiveness. Furthermore, technologically advanced job interviews do not seem to attract computer-experienced people.

### Originality/Value:

Advancing applicant reaction research on novel technologies for job interviews.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Fr-SYM-703-2

## **Once an Impression Manager, Always an Impression Manager? Antecedents of Honest and Deceptive Impression Management and Variability across Interviews**

N. Roulin <sup>1,\*</sup>, J. Bourdage <sup>2</sup>

<sup>1</sup>University of Manitoba, Winnipeg, <sup>2</sup>University of Calgary, Calgary, Canada

**Main Abstract Content:** *Purpose:* Research has examined the antecedents of applicants' use of impression management (IM) tactics in employment interviews. All existing empirical studies have measured IM in one particular interview. Yet, applicants generally interview multiple times for different positions, and thus have multiple opportunities to engage in IM. Similarly, recent theoretical advances in selection and IM research suggest that applicant behaviors should be considered as dynamic and adaptive in nature (e.g., Bangerter et al., 2012; Roulin et al., 2016). In line with this perspective, this study examines the role of individual differences in both applicants' use of IM tactics and the variability in IM use across multiple interviews.

*Design/Methodology:* 80 senior Canadian business students completed personality measures. They later participated in a total of 448 job interviews with local organization, and completed IM measures.

*Results:* Extraverted applicants tend to engage in more honest self-promotion but do not adapt their IM approach over time. In contrast, applicants who possess an undesirably personality profile (i.e., low on Honesty/Humility and Conscientiousness, but high on Machiavellianism, Narcissism, Psychopathy, or Competitive Worldviews) tend to use more deceptive IM and are also more likely to adapt their IM over time.

*Limitations:* The sample of applicant was small.

*Research/Practical Implications:* The personality profile of deceptive IM users is often associated with undesirable workplace outcomes. If they can obtain better evaluations from interviewers, deceptive IM becomes a potential threat for organizations.

*Originality/Value:* This study is the first to measure IM use and variability in IM use across multiple real interviews.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Fr-SYM-703-3

#### **Human mimicry in personnel selection: Does being a chameleon influence employment interview outcomes?**

E. Corneillie <sup>1,\*</sup>, F. Anseel <sup>1</sup>, F. Lievens <sup>1</sup>

<sup>1</sup>Ghent University, Ghent, Belgium

#### **Main Abstract Content: Purpose**

Previous research into nonverbal behaviour in employment interviews has typically studied applicant behaviour in isolation, yielding inconclusive findings. However, nonverbal behaviour does not occur isolated, but as part of an evolving dyadic interaction with the interviewer. To increase our understanding of the dynamics and outcomes of applicant nonverbal behaviour in employment interviews, we introduce mimicry in employment interviews as a an interpersonal nonverbal behavior phenomenon whereby applicants imitate the interviewer's behaviour in a controlled or spontaneous manner.

#### **Design**

Master psychology students (N = 251) engaged in mock employment interviews in which they were rated on four competences and four affective constructs by trained interviewers. Applicants were randomly assigned to three conditions: mimicking the interviewer, suppressing spontaneous mimicry, and a control condition. Nonverbal behaviours were automatically processed by computer vision algorithms to analyse interactional and temporal aspects of mimicry.

#### **Results**

Initial analyses indicated that there are differences between conditions in the interviewers' ratings of affective constructs, but no effect was found for ratings of competences. We are currently further analysing the data to elaborate the dynamics of mimicking behaviours, which different behaviours are being mimicked, and how different forms of mimicry have different effects on interviewers' ratings.

#### **Research implications**

The study clarifies which nonverbal behaviours are mimicked in a highly natural setting and how mimicry influences the interviewers' ratings of an applicant.

#### **Value**

This research expands previous findings by using a unique experimental manipulation, the self-other overlap model, and computer vision algorithms to progress scientific knowledge about mimicry dynamics.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Th-SYM-445-5

## **Looking for Jobs Online: The Role of Social Media in Recruitment**

M. Carpentier\*, G. Van Hove<sup>1</sup>, S. Stockman<sup>1</sup>

<sup>1</sup>Department of Human Resource Management and Organizational Behavior, UGent, Gent, Belgium

### **Main Abstract Content:**

**Purpose** Since the majority of job seekers are active on social media, many organizations are using these platforms to recruit applicants. However, little is known about how companies' activities on social media might influence job seeker perceptions.

**Design** An experimental design is applied to examine the effects of social media on potential applicants' perceptions of organizational attractiveness and employer brand image. In addition, the processes underlying these effects are examined. The sample will consist of about 100 final-year university students. In the context of a career orientation assignment, they are asked to search for a job vacancy that they would consider applying for upon graduation. Next, they are instructed to look for additional information about the employer (four conditions: on Facebook, LinkedIn, the company website, or no additional information - control group) and to prepare their application. Dependent variables will be measured twice: before and after submitting their (fictitious) application.

**Results** Data will be collected in October-November 2016.

**Limitations** Our sample consists of university students, caution is warranted when generalizing the findings to other groups of job seekers (*e.g.*, low-skilled).

**Implications** This study will provide insights into the effects of organizations' social media activities on job seekers' perceptions and will help HR managers to make better investment decisions to improve their competitive position in the labor market.

**Originality** Research into the use of social media for recruitment and employer branding is lacking and is of great interest to all organizations trying to attract talent on the increasingly tight labor market.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Sa-SYM-1206-3

## **The worst Nightmare of an Employer: low Honesty-Humility, low Agreeableness, and low Conscientiousness**

R. E. De Vries\*

### **Main Abstract Content:**

#### **State of the Art**

Negative traits of employees can strongly affect organizations, especially when these employees occupy key positions in the organization. Based on the HEXACO model of personality, this article describes three ‘nightmare traits’ (TNT)—i.e., low Honesty-Humility, low Conscientiousness and low Agreeableness—that may seriously harm organizations. Furthermore, using insights from situational taxonomies and the Situation-Trait-Outcome Activation (STOA) model, the effects of the TNT—in combination with other traits such as high Extraversion and low Emotionality—on different career phases are examined.

#### **New Perspectives/Contributions**

This presentation provides an overview of the TNT and how employees with these traits get recruited and selected in organizations, how they fail to get socialized and fail to become productive, how they get promoted, and how organizations end up in endless legal conflicts to get them fired.

#### **Research/Practical Implications**

An overview of research on the effects of the TNT at different moments in an employee’s career will be presented. Practical suggestions will be provided to thwart the expression and effects of these traits during recruitment, selection, socialization, production, promotion, and attrition.

#### **Originality/Values**

This presentation combines insights from the HEXACO model of personality—a model which has received strong empirical backing in cross-cultural lexical studies of personality—with insights from situational taxonomies and the STOA model, and applies it to different career phases. The presentation underscores the importance of preventing the TNT from having destructive effects on organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Selection methods***

Sa-SYM-1206-1

**How Useful is the Assessment of Dark Personality during Employee Selection?**

M. Born\*, K. Lee

**Main Abstract Content:** State of the Art

The global economic crisis was partially the result of investors taking extreme risks and desiring for more than was good for themselves and eventually the global economy. In an attempt to investigate whether such behavior could have been predicted by a better understanding of employees' traits, recently employee selection research has moved to investigating negative traits.

**New perspectives/ contributions**

The presentations in this symposium focus on the usefulness of this recent attention for dark personality assessment. Does the measurement of dark traits improve the prediction of positive and negative work performance over traditional assessment of bright personality factors?

**Research/ Practical Implications**

The presented research shows that it is important to focus on which specific dark constructs are measured during selection: Not all dark personality traits which can be distinguished may improve predictions for work-related purposes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Sa-SYM-1206-2

## **The Longitudinal Relationship of the Dark HDS-Traits among Test-Takers with Self- and Other-Rated Job-Criteria**

M. Born\*, A. Serlie <sup>1</sup>

<sup>1</sup>Department of Social Sciences, Erasmus University Rotterdam, Rotterdam, Netherlands

### **Main Abstract Content: Purpose**

The attention given to the dark side of personality during selection procedures is increasing, due to its potential relevance to the workplace. This longitudinal study among applicants estimated the added predictive value of dark traits as measured with the HDS over bright personality traits.

### **Design/Methodology**

Test-takers who had been assessed for selection purposes by a large Dutch consultancy company, among which assessment of bright side personality (G5R; measuring the Big Five; Hiemstra et al., 2011) and a dark side personality (HDS; Hogan & Hogan, 2009) were contacted after 1-3 years (response rate 13%, N=355). The sample on average was 47 years old (SD = 8.20), 71% was male, and 85% had a university degree. The dark side measure of the HDS consists of 11 subclinical traits (e.g., skeptical). Manager-ratings (N = 74) and self-ratings (N = 355) on a series of job criteria were available, such as job satisfaction and turnover (self-ratings), and job performance (self- and manager-ratings).

### **Results**

Several HDS traits showed incremental validity over bright personality traits for job satisfaction (negatively predicted by leisurely), self-ratings of OCB (negatively predicted by skeptical), and manager-ratings of the employee's personal strength. Interestingly, these manager-ratings were positively predicted by the trait mischievous, implying that depending on the specific job-criterion a dark trait does not by necessity have a negative predictive value.

### **Limitations**

The sample size of manager-ratings was small

### **Research/Practical Implications**

Assessing several (e.g., leisurely, skeptical) but not all dark personality factors may improve predictions during selection and vocational evaluation.

### **Originality/Value**

The study utilized a longitudinal design to estimate the predictive value of dark personality among real test-takers during job-related assessment, enhancing its ecological validity

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Sa-SYM-1206-4

## **The Increment of the Dark Triad over Big Five Traits in the Prediction of Job Performance**

D. Iliescu\*, D. Ispas<sup>1</sup>, A. Ilie<sup>1</sup>

<sup>1</sup>Psychology, Illinois University, Illinois, United States

### **Main Abstract Content: Purpose**

This paper investigates the incremental validity of the Dark Triad over the Big Five broad personality traits for the prediction of both self- and supervisor-rated contextual and task performance.

### **Design/Methodology**

The study is based on a cross-sectional design. Data was collected from a heterogeneous sample of 286 employees, 155 (54.19%) of them female, with ages between 19 and 60 years ( $M = 39.31$ ,  $SD = 10.70$ ).

### **Results**

Results show that the three dark triad traits have a complicated relationship with performance, depending on whether it is self- or supervisor-assessed. The dark triad has a positive relationship with self-assessed performance, both contextual and task-related. In the prediction of supervisor-assessed performance, dark triad dimensions have a negative relationship, especially with contextual performance. The increment of dark triad traits over the Big Five dimensions is weak. Relative predictor weights show that the dark triad only covers a small portion of the variance of supervisor-assessed performance, when compared with the Big Five.

### **Limitations**

Several limitations of the study should be mentioned, among them its cross-sectional nature and the fact that the variables were measured with rather short measures.

### **Research/Practical Implications**

The study suggests that in studies on the importance of dark triad traits, the manner in which criteria are measured is of importance.

### **Originality/Value**

Also, we suggest that faith in the dark triad as predictors of similar importance as the Big Five, in the prediction of job performance, may be misplaced.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee Selection***

### ***Selection methods***

Th-SYM-445-2

## **Gamification and serious games in recruitment and selection**

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<sup>1</sup>Department of Management Science and Technology, Athens University of Economics and Business, Athens, Greece

### **Main Abstract Content: Purpose**

Recently, a number of organizations have employed the use of gamification in employee recruitment. However, few if any empirical studies have explored the validity of gamification in selection. Socially desirable behaviors within a serious game may be less obvious to players/applicants and as a result serious games may be less susceptible to faking and social desirability bias. We suggest that serious games might be used as a replacement or supplement to traditional employee selection methods.

### **Design**

In our study we present the development of a situational judgment test (SJT) assessing soft skills, such as resilience, adaptability, and flexibility. We explored the construct validity of the SJT using established measures of the aforementioned competencies. The SJT was subsequently transformed into an adventure story by professional creative writers.

### **Results**

Our results demonstrated that the new serious game demonstrates increased construct validity with the SJT assessing the four competencies. Results indicate both content and construct validity of the SJT and the serious game.

### **Limitation**

The use of self-reported measures in both developing the SJT and the completion of the serious game might have influenced the results of our study.

### **Implications**

By eliciting job-relevant behavior within the context of a serious game, better prediction of future work behavior may be possible compared to traditional psychometric tests. Recruiters could use serious gaming as a more accurate and attractive selection technique, especially for younger generations.

### **Originality**

The current study contributes to research on the use of serious games in selection which is in its infancy.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Th-SYM-445-4

## **When algorithms have the power: Participants' reactions on novel technologies for training and personnel selection**

M. Langer\*, C. J. König<sup>1</sup>, M. Papathanasiou

<sup>1</sup>Saarland University, Saarbruecken, Germany

### **Main Abstract Content: Purpose:**

Combining computer scientists' novel sensor devices and advancements in social sensing algorithms bears the potential of revolutionizing human resource management, as this combination can be useful for training and selection purposes. However, perspectives of participants (i.e., trainees and applicants) of such novel procedures have been fairly ignored so far.

### **Design**

In a 2x2 between-subject experiment we explored participants' reactions. Participants ( $N=123$ ) watched a video either showing an interaction with a virtual interview character where social sensing technologies allowed to automatically assess participants' nonverbal behavior or showing a videoconference interaction with a human interviewer (human-social-computer vs. human-human interaction). In addition, we manipulated the context of the interactions (personnel selection vs. training of applicants).

### **Results:**

Human-social-computer interactions lead to more privacy concerns and more ambiguity and to less perceived behavioral control over the situation, and this led to less user acceptance. Within selection situations, human-social-computer interactions particularly led to more ambiguity, less perceived controllability of the situation, and reduced fairness perceptions.

### **Limitations:**

Participants only saw a video, which might have reduced their immersion into the situation.

### **Research/Practical Implications:**

Organizations interested in using novel sensor devices and social sensing algorithms should be aware that this could negatively influence potential employees.

### **Originality/Value:**

Advancing acceptance research on novel technologies for human resource management.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Employee Selection**

### **Selection methods**

Th-SYM-445-3

## **Examining the Use of LinkedIn as a Personnel Selection Instrument**

N. Roulin\*, J. Levashina

**Main Abstract Content:** *Purpose:* Many managers and recruiters engage in cyber-vetting and review applicants' social media profiles. Yet, research examining the value of such an approach is still scarce, and mostly focused on Facebook. Although initial studies suggested that Facebook profiles may allow to reliably assess applicants' personality (Kluemper et al., 2012), the actual validity of Facebook-based assessments is limited (Van Idderkinge et al., 2013). The present research examines the validity and reliability of assessments based on LinkedIn, a more professional social media.

*Design/Methodology:* 127 senior Canadian or U.S. business students completed measures of personality, perceived competencies, and cognitive ability. They also created a LinkedIn profile, which was coded/assessed by trained research assistants and MBA raters at different points in time. We also obtained interview and job performance data for some participants.

*Results:* Interrater agreement was low-to-acceptable ( $ICCs=.18-.71$ ), and temporal stability of assessments was average-to-acceptable (e.g.,  $r=.39-.65$  for one year interval). LinkedIn ratings were significantly related only to self-reports of some competencies (leadership, communication, planning), one personality trait (extraversion), and cognitive ability. Suitability ratings were influenced by the presence of a picture, number of connections, and the profile length.

*Limitations:* The sample was small for some analyses, and some LinkedIn profiles contained limited information.

*Research/Practical Implications:* LinkedIn is more professional and less ethnically-sensitive than Facebook as a selection tool. Yet, its reliability and validity may be relatively limited.

*Originality/Value:* This is the first study to empirically examine the value of using LinkedIn (i.e., the largest professional social media) to assess applicants.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***

***Self-employment and Entrepreneurship***

Th-SYM-1880-6

**Business failure impact on entrepreneurs' health and cognitive functioning**

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**Main Abstract Content: Business failure impact on entrepreneurs' health and cognitive functioning**

**Purpose**

In 2015, a total of 23.230 business insolvencies were recorded in Germany (Creditreform, 2015). While most research focuses on the macro-economic repercussions of business failures, our study deals with their effects on the individual entrepreneur. Based on the Conservation of Resources Theory (Hobfoll, 1989), we expect business failure to be associated with distress and impaired cognitive functioning.

**Design/Methodology**

We collected data from 27 entrepreneurs confronted with business failure and 30 entrepreneurs operating in well-performing firms. We measured well-being using the WHO-5 and vital exhaustion using the Maastricht-Questionnaire. The Cambridge Neuropsychological Test Automated Battery (CANTAB) was used to assess sustained attention, spatial working memory, cognitive flexibility and planning, as well as decision-making ability.

**Results**

Covariance analyses revealed significantly lower well-being and higher vital exhaustion within the group of entrepreneurs experiencing business failure when compared with the control group. Moreover, the former demonstrated significantly lower sensitivity in sustained attention and lower risk adjustment as measured with the Cambridge gambling task.

**Limitations**

Our experimental group includes entrepreneurs in different stages of business failure, from serious financial problems to registered insolvency.

**Research/Practical Implications**

Entrepreneurs confronted with business failure are affected by a negative resource loss spiral as proposed by COR- Theory. Not only do such entrepreneurs report impaired health, they are also prone to make riskier decisions and suffer in their ability for pattern recognition in complex (entrepreneurial) settings.

**Originality/Value**

Utilizing subjective and objective measures our study provides insights into how business failure relates to entrepreneurial health and cognitive functioning.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

Th-SYM-1880-2

**Entrepreneurs' well-being, values, and performance**

D. Wach, J. A. Moriano\* on behalf of Discussant

**Main Abstract Content: State of the Art**

Successful entrepreneurship contributes to job creation, productivity and economic growth. It requires entrepreneurs to be vigorous and cognitively skilled as well employees to be innovative and highly committed. To further develop, entrepreneurship research needs multilevel approach combining firm, between-person and within-person levels.

**New Perspectives / Contributions**

Research knows little about how entrepreneurs' individual work stressors affect their daily well-being and how well-being affects performance in a long term perspective. Study 1 explores the impact of cognitive and emotional stressors on entrepreneurs' well-being one day later via work-related affective rumination. Study 2 investigates bi-directional relationships between entrepreneurial well-being and both objective and subjective business performance indicators. Study 3 looks at cognitive functioning of entrepreneurs dealing with a business failure. Multilevel Study 4 and Study 5 investigate how entrepreneurs' attitudes and basic values affect employees' attitudes and performance.

**Research/Practical Implications**

This symposium highlights contributions about work and occupational health psychology that advance our understanding of entrepreneurship. For instance, it provides insights into differential effects from work stressors on entrepreneurs' day-to-day and their baseline level of well-being and supports "happy-worker" thesis among entrepreneurs. This symposium also shows how business failure devastates entrepreneurs' decision making ability and their sensitivity in sustained attention. Conversely, insights on how individual entrepreneurs' basic values affect their employees' innovative behaviour via workplace characteristics contribute significantly to job design research. In addition, entrepreneurs' corporate social responsibility practices have a positive impact on employees' affective organizational commitment and job satisfaction in small firms.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

Th-SYM-1649-5

**Employment or self-employment of young people? The role of parents, traits and values**

M. Lukeš\*, O. Dvouletý<sup>1</sup>

<sup>1</sup>Entrepreneurship, Prague University of Economics, Praha 3, Czech Republic

**Main Abstract Content:** • Purpose

In the Czech Republic, past GEM studies showed that self-employment activity of young people is on rise. However, there is a scarcity of studies that would analyse social and psychological factors that influence the type of involvement of young people in the labour market.

• Design/Methodology

We conducted phone interviews with a representative sample of N=621 young people (aged 18 to 34) in the Czech Republic who are primarily active (i.e. employed or self-employed) in the labour market and are not students or on parental leave. We used logistic regression to analyse the likelihood of being self-employed vs. being employed.

• Results

We found that there are two dominant factors influencing youth self-employment. Self-employed parents play the most positive role, whereas being a female the most negative role. Regarding psychological characteristics, only locus of control played a significant positive role. Interestingly, grit had even negative, despite insignificant influence. We also analysed potential influence of three Schwartz values presumably connected with entrepreneurship and found power having a significant positive influence.

• Limitations

The cross-sectional study design limits causal conclusions.

• Research/Practical Implications

The study identifies values and traits supportive for youth self-employment that form a basis for future studies of intergenerational transmission of traits and values from parents to young generation.

• Originality/Value

Our study suggests small, but existing role of values and psychological traits in influencing employment vs. self-employment status and emphasizes the role of parents as positive role models for entrepreneurship.

- Keywords: youth, self-employment, Schwartz values, traits, Czech Republic, parents

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

Th-SYM-1880-4

**Stressors and Detachment: Understanding Entrepreneurs' Daily Psychological Well-Being**

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**Main Abstract Content:**

**Purpose**

Building on the stressor-detachment model (Sonnentag & Fritz, 2015), this study explores the impact of cognitive and emotional stressors on entrepreneurs' daily well-being via work-related affective rumination. We predicted emotional stressors to reduce entrepreneurs' well-being and cognitive stressors to increase entrepreneurs' well-being on the between-person (inter-individual) level, but decrease it on the within-person (intra-individual) level.

**Design/Methodology**

We collected daily data from 65 entrepreneurs (Level 2) in a diary study involving 12 consecutive days between April 2014 and March 2015. Our final workday sample consists of 473 lagged daily data (Level 1) with predictors and mediators referring to day d and the outcome well-being in the morning to day d + 1.

**Results**

Multilevel analysis revealed emotional stressors to directly and indirectly decrease entrepreneurs' well-being. Cognitive stressors indirectly decrease entrepreneurs' well-being on the within-person level, but directly increase entrepreneurs' well-being on the between-person level. Negative effects of stressors on entrepreneurs' well-being can be attributed to work-related affective rumination in entrepreneurs' leisure time.

**Limitations**

Our sample is non-representative for entrepreneurs from Saxony in Germany limiting generalizability of our results.

**Research/Practical Implications**

This study contributes to a better understanding of differential effects from emotional and cognitive stressors on entrepreneurs' day-to-day and their baseline level of well-being. Our results also emphasize the mediating role of work-related rumination between stressors and well-being.

**Originality/Value**

We expand the stressor-detachment model (Sonnentag & Fritz, 2015) within entrepreneurship.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Entrepreneurship/Self employment*  
*Self-employment and Entrepreneurship*

Th-SYM-1880-5

**How entrepreneurs' personal values are related with employees' performance ? A multilevel study.**

E. Purc<sup>1,\*</sup>, M. Laguna<sup>1</sup>, J. A. Moriano<sup>2</sup>, M. Gorgievski-Duijvesteijn<sup>3</sup>

<sup>1</sup>General Psychology Department, The John Paul II Catholic University of Lublin, Lublin, Poland, <sup>2</sup>Universidad Nacional de Educación a Distancia, Madrid, Spain, <sup>3</sup>Erasmus University, Rotterdam, Netherlands

**Main Abstract Content: Purpose**

The purpose of this study was to investigate how entrepreneurs' personal values affect employees' job characteristics and innovative behavior. Based on the theory of basic human values, we expect entrepreneurs' personal values reflect in their goals, motivation and behavior. An entrepreneur motivated by his/her values can shape work environment according to them, for example by giving employees more autonomy in their work.

**Design/Methodology**

A multilevel survey study was conducted among 82 entrepreneurs running small businesses (10 to 50 employees) in Poland, Spain and the Netherlands as well as among 712 employees working for their companies. Variables were measured using the Portrait Values Questionnaire (PVQ-21), the Work Design Questionnaire and the Innovative Behavior Questionnaire.

**Results**

Multilevel analysis showed that entrepreneur's personal values did not predict the innovative behavior of their employees directly. However, entrepreneur's personal values (openness to change and self-transcendence positively while self-enhancement and conservation negatively) related positively with job characteristics (e.g., autonomy) as perceived by employees and in turn those job characteristics related positively with employees' innovative behavior.

**Limitations**

Dependent variables were only measured by self-report method. The cross-sectional design of the study limits causal conclusions.

**Research/Practical Implications**

Results might be interesting not only for scholars involved in innovation research, but also for human resource management practitioners and entrepreneurs. We show how entrepreneur's openness to change and self-transcendence values create favourable conditions for employees' innovativeness.

**Originality/Value**

Results of the study bring new insight to innovation research in small firms. Complex, multilevel and multicounty study design ensures high methodological quality.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

Th-SYM-1880-3

**Corporate social responsibility and employee's attitudes towards organization in SME's: A multilevel study.**

E. Samardakiewicz-Kirol\*, O. Gorbaniuk <sup>1</sup>

<sup>1</sup>The John Paul II Catholic University of Lublin, Lublin, Poland

**Main Abstract Content:**

**Purpose**

The main aim of this study was to assess the role of perceived CSR actions in shaping employees attitudes towards organization. A Psychosocial Corporate Social Responsibility (P-CSR) construct by D'Aprile and Talò (2012b) was adapted to assess perception of CSR activities on 3 dimensions – behavioral, cognitive and affective. Present study tested assumptions of P-CSR construct with relation to employees affective organizational commitment, job satisfaction, pride and perceived company's success.

**Design/Methodology**

Sample covered 100 small (10-49 employees) and medium (50-249 employees) enterprises from Poland and 1100 employees. A multilevel modeling strategy was used to analyze the hierarchically organized data: level 1 – employee, level 2 - company.

**Results**

The results indicate that perception of CSR actions correlates with pride, affective organizational commitment and job satisfaction. Moreover, employees who positively assess CSR actions, perceive organization's success in a more positive way. This relation is mediated by perceived motivation of CSR actions.

**Limitations**

Main research limitation is measurement of CSR perception and company's success by self-reports. Moreover, study was conducted in correlational model.

**Research/Practical Implications**

The study is a step forward in understanding corporate social responsibility in SME's. It provides a useful knowledge how adequate CSR management can foster employees' attitudes and perception of company's success.

**Originality/Value**

Genuine contribution of research is multifold. Study combines psychological and managerial perspective. Dominant is psychological perspective with explicatory character. Secondly, research includes both perspective of entrepreneur and employee. Thirdly, obtained results may be used by practitioners in CSR strategy optimization.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

Th-SYM-1649-2

**Creativity and entrepreneurial intentions in university students**

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<sup>1</sup>Social and Organizational Psychology, UNED, Madrid, Spain

**Main Abstract Content:** Purpose

Drawing on the theory of planned behavior (TPB), this research examines the relationship between self-perceived creativity and entrepreneurial intentions, both directly and mediated by the attitudes toward entrepreneurship, subjective norms and entrepreneurial self-efficacy, as well as the influence of several antecedents of creativity (family and university support to creativity and specific education).

**Design/Methodology**

A sample of 371 university students near to finish their degrees filled out a specific questionnaire. Data were analyzed with partial least square (PLS) technique and INDIRECT and MEDIANTE macros.

**Results**

The results supported the proposed model: the influence of creativity was partially mediated by the three components of the TPB, and the psychosocial aspects aimed at supporting creativity exerted their effect on the entrepreneurial intentions through the self-perceived creativity.

**Limitations**

Limitations of this study relate to cross-sectional design, sample size, and self-report measures. Thus, no causality can be inferred.

**Research/Practical Implications**

Entrepreneurship education has experienced a great expansion, and with this evolution a concern has arisen about what should be taught and how it should be taught. If creativity has an influence on entrepreneurial intention, and creativity can be fostered in university students, the results of this research could have practical implications on the design of entrepreneurship courses and other initiatives.

**Originality/Value**

This study empirically explores the influence of self-perceived creativity on entrepreneurial intention using validated multi-item scales with appropriate psychometric properties. Participants were not restricted to business students, expanding the generalizability of the results.

**Keywords:** creativity, entrepreneurial intentions, theory of planned behavior, entrepreneurship education

**Disclosure of Interest:** None Declared

**Keywords:** None

**Performance and productivity**

**Service Quality**

Th-SYM-1893-4

**The Impact of Emotional Competence on Situational Emotional Exhaustion as a Consequence of Customer Stressors: A Multilevel Study.**

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<sup>1</sup>Goethe University Frankfurt, Frankfurt am Main, Germany

**Main Abstract Content: Purpose.** The aim of this study was to investigate the potential impact of emotional competence (EC) and its two basic components “emotion perception” and “emotion management” on situational emotional exhaustion as a consequence of customer interactions that involve different levels of customer stressors. In detail, we examined the moderating role of EC in the customer stressors - emotional exhaustion relationship.

**Design/Methodology.** 513 customer interactions of 108 service employees were assessed in a diary study. EC was measured with an objective performance test. Customer stressors and situational emotional exhaustion were assessed via interaction reports.

**Results.** Multilevel analyses supported the direct impact of customer stressors on situational emotional exhaustion ( $\beta=.548, p < .001$ ), but a direct effect of EC and its components could not be found. However, the model indicated especially emotion management to buffer the harmful effects of customer stressors on situational emotional exhaustion ( $\beta = -.057, p = .055$ ). In contrast, a high level of EC ( $\beta=.077, p=.010$ ) and emotion perception ( $\beta=.086, p=.016$ ) were associated with an increase of emotional exhaustion in response to customer stressors, indicating an ambiguous role of EC.

**Limitations.** A limitation can result from the ...healthy worker effect” implying no severe cases of exhaustion in the sample.

**Implications.** Results suggest especially emotion management to be a useful variable for personnel selection.

**Originality/Value.** Overall, this study goes beyond prior research by assessing situational rather than chronic emotional exhaustion in the context of customer stressors, using a design that allows analyses between two levels.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Performance and productivity**

**Service Quality**

Th-SYM-1893-5

**Measuring Compassionate Interpersonal Relations in health care students: results from a UK pilot study**

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<sup>1</sup>Coventry University, COVENTRY, United Kingdom

**Main Abstract Content:** *Purpose.* In recent years a ‘crisis of compassion’ has been identified in health and social care in the UK. Consequently, a ‘value-based’ approach to students’ recruitment in higher education has been recommended. However, a tool that can be used to assess compassion in students and applicants is not currently available. This presentation summarises the findings of a pilot study conducted to develop and test a new tool.

*Design/Methodology.* 116 adult-nursing students were assessed during their induction week and again three months later, resulting in matching data for 81 students (85.2% females, mean age=27.4, s.d.=9.0).

*Results.* Confirmatory Factor Analyses on induction data and replication on the second dataset revealed that the tool has good psychometric properties. Concurrent and distal correlations were also examined.

*Limitations.* Small sample size and lack of objective data (to be addressed in longitudinal study).

*Research/Practical Implications.* A longitudinal study will start in September 2016 with all first year health and social care students. The tool will be administered during the induction phase and about six months later and at 6 monthly intervals throughout the remainder years of the students’ courses. Additionally, patients will be asked to rate students during their placements on the quality of compassionate care provided. The tool could be used in the selection processes of prospective students, help to monitor compassion across time, provide information to improve training and design interventions.

*Originality/Value.* The Compassionate Interpersonal Relations tool is the first tool specifically aimed to assess compassion in health and social care students and applicants.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Service Quality***

Th-SYM-1893-2

**Service Climate, Team Engagement and Burn-out Impact on Employee Innovative Behaviours in Social Services: A Mediated Moderation model.**

S. Zappala\*

**Main Abstract Content: Purpose:** This study, building on the Job-Demand Resources Model, investigates if service climate is related to employees' creative and innovative behaviors, and if this relation is mediated by team engagement. It also examines if the effect of team engagement on innovation is moderated by employees' individual burnout.

**Method:** Data were collected in a large Italian cooperative that manages residential houses for elderly and disabled people, kindergartens and child nurseries. A total number of 1268 employees, working in 135 centers answered a survey measuring service climate, team engagement, burn-out and innovative behaviors.

**Results:** Perception of team engagement mediates the effect between Customer feedback and employees' creativity (generate ideas) and innovation (implement ideas); it also mediates between Customer orientation and Managerial practices and employees' innovation. Employees with a low level of self-efficacy generate and implement more ideas when belong to teams perceived as more engaged.

**Limitations:** Data were collected online by the company and are analyzed at individual level.

**Practical implications:** Circulating customers' feedback can clarify customers' problems and also encourage employees to generate and implement potential solutions. Even employees with lower level of self-efficacy can generate and implement new ideas when working in engaged teams; team engagement seems to motivate employees to produce more ideas.

**Originality/value:** This study considers relevant service-related constructs. It also suggests that employees' individual perception of organizational and team level constructs have a direct impact on innovation. Future studies should consider the multi-level relations among constructs.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Performance and productivity*

*Service Quality*

Th-SYM-1893-1

## WOP AND SERVICES - 2: VALUES AND EMOTIONAL ASPECTS IN SERVICES

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### **Main Abstract Content:** MAIN ABSTRACT

**State of the art:** The service sector is experiencing rapid changes related to globalization, new technologies and customer expectations (Kuester, Schuhmacher, Gast, & Worgul, 2013). Usually customers are physically present when the service is delivered (Brown & Mitchell, 1993) thus employees and customers encounters are a relevant part of the service. Service encounters are driven not only by employees' values and interest in customers need, but also by their capacity to display and regulate the emotions experienced during the encounter (Mesmer-Magnus, DeChurch, & Wax, 2012).

**New Perspectives:** This symposium examines the relation between employees' emotions and values on employees' performance, distress and creativity. Two research studies (Türkçüoğlu et al; and Kumbruck) investigated if emotional competences and values are useful resources to manage employees' stress. Tramontano et al. propose a new tool, the Compassionate Interpersonal Relations questionnaire, to assess a specific emotion. Zappalà examined if perception of team engagement and burnout are related to employees innovative behaviors. Rueff-Lopes et al. reviews literature on emotional contagion and suggests new perspectives and research designs on this issue. A wide variety of research method was used to investigate service encounters: from surveys, to a diary study of specific encounters, to repertory-grid-based narrative interviews, to a literature review.

**Research/Practical Implications:** This symposium offers a rich picture of the role of employees' emotions and values in service delivery and encounters. Contributions also inform about new measurement tools and new perspectives associated with better understanding and measuring the interaction between contact workers and customers.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Service Quality***

Th-SYM-1893-6

**Personal resources against stress in care services: Spirituality and professionalism**

C. Kumbruck\*

**Main Abstract Content: Purpose.**

Stress can be explained by the work psychological model of stress (Bamberg et al., 2007), which is based on the interactional stress concept (Lazarus & Folkman, 1984). Conflictual interactions are extremely demanding. These stressors are well known from the research on emotional labor (Hochschild, 1983) and sentimental work (Strauss et al., 1982). Nurses have high rates of sickness (in Germany they are number 1 in comparison with other professions) in particular because of psychological strain leading to burnout. For coping with stressors resources are essential. The explorative study investigates nurses' personal resources like faith, beliefs and attitudes.

**Design/Methodology.**

Data were gathered in care institutions (hospitals, elderly homes ...) in Germany in 2014 by 15 Repertory-Grid-based narrative interviews: The repertory grid method helps to identify values and beliefs in different care situations which are identified as emotional stressors like accompanying dying care receivers, caring people with dementia, solving conflicts with aggressive people etc..

**Results.**

The study identified both spiritual and profane personal resources that serve in coping processes in different ways like ability to act, distance, orientation, sharing of responsibility, calmness etc..

**Limitations.**

Further quantitative studies are needed.

**Research/Practical implications.**

The results can be used to develop individual anti-stress-trainings. The Repertory-Grid method is recommended for identifying and classifying individual coping resources.

**Originality/Value.**

Different studies have shown that spiritual resources help in individual life crisis. This study demonstrates that they work in existential interactions at the working place too.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Performance and productivity*

*Service Quality*

Th-SYM-1317-4

**Do you always reap what you sow? Emotional contagion and word-of-mouth in service relations.**

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**Main Abstract Content: Purpose:** The consequences of word of mouth (WOM) for organizations are well established, however less attention has been given to the influence of customers' traits on this behavior. Based on evidence supporting the influence of emotions on WOM, we intend to explore how customers' susceptibility for emotional contagion influences the impact of critical service experiences on WOM.

**Design/Methodology:** Based on the Critical Incident Technique we asked a sample of 118 customers to recall a significant positive and negative service interaction and whether it led to WOM. Emotional contagion was measured with Doherty's Emotional Contagion Scale.

**Results:** Results indicate that service experiences alone did not predict WOM, but when interacting with emotional contagion a large variance of WOM behavior was explained (32%). Pairwise comparisons revealed that for individuals with low propensity for emotional contagion negative events led to more WOM than positive ones, whereas for individuals with high propensity for emotional contagion there was no significant difference.

**Limitations:** cross-sectional design and recalling past-events (memory dependence) may bias the results.

**Research / Practical implications:** it is important for organizations to acknowledge that customers react differently to service events and that the consequences of events' valence depend on individual traits. Research avenues are suggested, particularly regarding experiments and longitudinal studies to further explore this relation and consequences.

**Originality / value:** emotional contagion and WOM are two constructs that have been dissociated until now. Individual traits should be considered when exploring OB related behaviors, particularly when emotional exchange is an important part of it.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Performance and productivity*

*Service Quality*

Th-SYM-1317-1

## **WOP AND SERVICES - 1: THE NEGATIVE SIDE OF SERVICES**

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**Main Abstract Content: State of the art:** The service sector produces the majority of the gross domestic product in developed countries (CIA World Factbook. 2010), and it creates most of the new jobs in the twenty-first century (Armington & Acs, 2004). One of the particularities of services is the direct interaction between contact workers and users. This is an adequate context to produce positive benefits for workers (e.g., personal accomplishment) and users (e.g., satisfaction). However, scholars also pay attention to the negative aspects because of their relevance in predicting human behavior. In fact, negative events are able to produce greater, more consistent or more lasting effects on psychological phenomena than positive events (Baumeister et al., 2001; Martínez-Tur et al., 2016; Rozin & Royzman, 2001).

**New Perspectives/Contributions:** This symposium contributes to the literature by examining a number of negative events in services. Two of the research studies (Fida et al; and Guglielmetti et al.,) focused on customer's aggressive behaviors directed to workers. Rueff et al. examined the differential contagion power of positive vs. negative events among customers in their interactions with workers. Luria et al. investigated how organizations manage customer's complaints. Finally, Martínez-Tur et al. examined how lack of resources (constraints) increases worker's burnout and deteriorates customer's evaluations of services.

**Research/Practical Implications:** This symposium offers a rich picture of the role of the negative side of services in understanding both worker and customer reactions. Research studies also inform about strategies to manage negative events/aspects associated with the interaction between contact workers and customers.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Service Quality***

Th-SYM-1317-2

**Linking worker burnout to family members' satisfaction in centers for people with intellectual disabilities: A service chain approach**

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<sup>1</sup>IDOCAL-University of Valencia, Valencia, Spain, <sup>2</sup>Department of Psychology, Pontificia Universidad Católica de Chile, Santiago, Chile

**Main Abstract Content: Purpose:** This research study aims to investigate the service chain that connects worker's burnout to user evaluations of services in centers for individuals with intellectual disability.

**Design/methodology:** To this end, we carried out two independent survey studies. In Study 1, the samples were extracted from 100 centers and include 714 workers and 612 family members. In Study 2, 86 centers, 601 workers and 819 family members participated.

**Results:** Results of Study 1 confirmed that burnout has a negative relationship with workers' perceptions of service quality. In turn, these perceptions are associated with the service quality perceptions of family members and their satisfaction with the service. Study 2 replicated these results and added situational constraints in the model as predictors of burnout. Both social and technical constraints correlated positively and significantly with burnout.

**Limitations:** Although the research studies had two sources of data and results were congruent with well-established theories, future experimental and longitudinal designs will permit more solid causal connections.

**Research/practical implications:** Our studies contribute to the literature on burnout in centers for people with intellectual disability by identifying the specific steps connecting burnout in these centers to service evaluations by family members. Our findings suggest that high quality places to work are needed in order to produce good experiences among users in terms of service quality and satisfaction.

**Originality/Value:** Using two sources of data, our research studies clarify the service chain connecting worker's wellbeing to reactions of users of centers for individuals with intellectual disability.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Performance and productivity*

*Service Quality*

Th-SYM-1317-6

**Managers as facilitators of employees' willingness to report complaints**

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**Main Abstract Content: Purpose:** Most organizations deal with customers' complaints on a daily basis. Research indicates that learning from these complaints is highly beneficial to organizations yet service providers have a low desire to report customers' complaints to stakeholders in the organization. In an attempt to understand the organization's role in employee's reporting of customer complaints, the present study explores managers' viewpoint on reporting customer complaints.

**Design:** Semi-structured interviews were conducted with managers (N=35), in order to examine how they communicate organizational messages to their employees, regarding the importance of reporting customers' complaints. The information from the interviews was classified by content analysis.

**Results:** The findings suggest that organizations use a combination of declared policy and implemented policy, in order to convey messages to employees about reporting customers' complaints. Declared policy is reflected in discussion of the issue, whereas implemented policy is reflected in routine delivery of messages from the managers to employees, tracing reported complaints, and providing positive feedback to employees who report complaints.

**Limitations:** Due to the qualitative research method the ability to generalize the findings is limited.

**Research/Practical Implications:** The messages being delivered in the organization, i.e., both the declared and the implemented policies, along with the behavior of managers at various levels, create a climate for reporting complaints in the organization, thereby affecting employees' willingness to report customers' complaints.

**Originality/Value:** This is the first study to explore management's perspective on reporting customer complaints.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Service Quality***

Th-SYM-1317-5

**From patients' aggression to counterproductive work behaviour: the role of negative emotions and moral disengagement**

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**Main Abstract Content: Purpose:** Drawing on frustration–aggression hypothesis, social cognitive theory, and affective events theory, our contribution aimed to investigate the counterproductive response to workplace aggression through the mediation of negative emotions and moral disengagement.

**Design/Methodology:** Cross-sectional study in a sample of 416 nurses (56.7% females, mean age of 42.3, SD = 9.5) from six Italian hospitals.

**Results:** A structural equation model confirmed that negative emotions associated with the experience of mistreatment from patients and their relatives lead some nurses to transfer their emotional activation to other interactions in the workplace. Furthermore, the more victims of third-party aggression experience negative emotions, the more they are prone to misbehave through the further mediation of justification mechanisms.

**Limitations:** Cross-sectional study and relying only on self-reported data.

**Research/Practical Implications:** Our findings highlighted the relevance of integrating different theoretical lenses when studying counterproductive work behaviour to understand the process leading some nurses to respond disruptively to workplace aggression. Our findings suggest that a strategy to neutralise the vicious circle of aggression and misbehaviour at work concerns the improvement of nurses' emotional-regulation abilities.

**Originality/Value:** Although the hypothesis that victims may become perpetrators is not new within the workplace-aggression literature, there are no studies to date examining to what extent both affective and cognitive factors mediate the relationship between patient's aggression and counterproductive work behaviour.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Performance and productivity*

*Service Quality*

Th-SYM-1317-3

**Protecting the health of workers: can the job resources have interactive effects?**

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**Main Abstract Content: Purpose:** Several studies show that patients' aggressive behaviours have negative effects on workers' health and on the quality of their work, but there is a lack of research investigating which combination of organizational resources can lessen the impact of this social stressor on their well-being. Based on the Job Demands-Resources model, our study investigates: a) the relation between patient verbal aggression and burnout b) if and how a set of socio-organizational resources contributes to buffering the negative impact of verbal aggression on burnout.

**Design/Methodology:** 384 healthcare workers were invited to complete a self-report questionnaire. Three moderated stepwise regression analyses were conducted including the whole set of resources in each model in order to consider also interactive effects among resources.

**Results:** Aggressive behaviours are significant predictors of Emotional Exhaustion and Depersonalization, whereas they do not seem to diminish the Personal Accomplishment. The support of colleagues reduces Emotional Exhaustion, as well as the clarity of roles increases Personal Accomplishment. Role clarity, control and change finally show significant moderation effects of aggression, but only on depersonalization.

**Limitations:** Cross-sectional design and non-randomized sampling procedure was used.

**Research/Practical Implications:** As verbal aggression can be only reduced but not eliminated, the task of the organization is to find the proper set of job resources that can effectively buffer the effect of this specific job demand.

**Originality/Value:** The study, in addition to a methodological originality, helps to highlight the social and organizational aspects, which have a protective action in health care settings.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Statistics and methodological issues**

Sa-SYM-1747-8

**The role of time in designs using repeatedly measured variables**

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**Main Abstract Content: Aim**

Various models describing stress-strain relations do exist (e.g., linear stressor-strain models or accumulation models, Frese & Zapf, 1988). Using these models to derive the optimal spacing of measurements for an empirical panel study is not easy. For the linear model, Dormann and Griffin (2015) showed that cross-lagged effect increase with increasing time lags, then decrease, and eventually level out, suggesting that optimal time lags for panel studies may be rather short. For other models, such as accumulation models, claims were made that much longer time lags could be optimal. However, such claims are debatable and little is known about optimal lags when different mechanisms apply. The present study fills in this gap.

**Design**

I distinguish between *synchronous* vs. *polychronous* samples (e.g., job starter vs. mixed samples), and *stable* vs. *changing* stressors. I use simulated data reflecting *different stress-strain* (parallel, accumulation, accelerated) models with *uni-directional* vs. *reciprocal effects*, and I investigate what cross-lagged effects emerge over time using *within* and *between* analyses.

**Results**

In general, within-subject analyses are not recommended when lagged effects are included. Optimal time lags generally confirmed the shape suggested by Dormann and Griffin. There was one (unrealistic) exception: When synchronous samples (e.g., all job starters) are analysed and stressors remained remain constant for each participant (except random fluctuations around a person's stable mean), optimal time lags could be indeed rather long. Hence, future panels may benefit much from using shorter time lags (e.g., 4 weeks) than those commonly applied (mostly > 1 year).

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Strategic HR**

Fr-SYM-652-1

**Exploring trade-offs between employee well-being and organizational performance: The role of Human Resource Management**

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**Main Abstract Content: State of the Art**

The empirical evidence to date about the effects of HRM on both employee and organizational outcomes shows that while HR practices have a positive effect on organizational performance through establishing positive employee happiness effects, HR practices also involve higher levels of work intensification which negatively affect the health well-being of the workforce. These findings indicate a complex pattern of trade-offs between HR practices and different aspects of well-being and organizational performance outcomes. Despite the growing indications of these trade-offs, we still have a limited understanding of *how* and *when* different combinations of HR practices are associated with different aspects of both well-being and organizational performance and of the mechanisms that underpin the link between HRM, well-being and organizational performance.

**New Perspectives/Contributions**

Accordingly, by presenting six empirical studies we aim:

- To provide insights about the differential impact of bundles of HR practices on various indicators of both employee well-being and organizational performance.
- To understand the theoretical processes and mechanisms through which HRM affects different types of employee and managerial outcomes.
- To identify the conditions under which HRM has beneficial, neutral, adverse or mixed effects on indicators of well-being and organizational performance.

**Research/Practical Implications**

With this symposium, we aspire to generate theoretical knowledge on the nature of the trade-offs involved and actionable knowledge that can be applied by practitioners to design and implement HRM in such a way that management and employee interests are optimized and aligned.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Exploring trade-offs between employee well-being and organizational performance: The role of high involvement work practices.**

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**Main Abstract Content: Purpose**

This paper investigates the impact of high involvement work practices (HIWPs) on employee well-being and performance. In particular, it investigates what role health and happiness related well-being outcomes play in the relationship between perceptions of HIWPs and employee performance.

**Design/Methodology**

A survey was conducted among employees working for the city of Quebec, Canada. From an initial sample of 315 employees, complete data including supervisor ratings of performance was available from 193 respondents which formed the sample for the current study.

**Results**

The results revealed that HIWPs played a significant role in increasing employees' service performance as well as improving their well-being (job satisfaction and emotional exhaustion). However, well-being outcomes did not significantly impact performance. Thus, in the present study, well-being outcomes did not play a mediation role in the HIWPs-performance link.

**Limitations**

The study is limited by a small sample size, restrictions imposed on items for the constructs, and the turbulent organisational environment at the time of the survey.

**Research/Practical Implications**

These findings have implications for managers and policy makers seeking to simultaneously improve employee well-being and performance. Designing the HR system in a way which incorporates involvement components can pay off in terms of enhancing both employee well-being and performance.

**Originality/Value**

This study demonstrates that employee well-being and performance may be distinct outcomes influenced by HR practices. No support is found for a mutual gains, conflicting or counteracting mechanisms perspective. Contrary to prior theorising, well-being appears non instrumental in explaining how HIWPs work in improving employee performance.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Human resource management**

**Strategic HR**

Fr-SYM-652-7

**Combining different opportunity-enhancing HR practices: consequences for wellbeing and organization performance**

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**Main Abstract Content: Purpose**

The current paper tested two competing models to explain the combined effects of different opportunity-enhancing HR practices: direct participation (team voice) and indirect participation (employee co-ownership) on employee well-being and organizational performance. The complementary model postulates that the coexistence of multiple opportunity-enhancing HR practices leads to more positive organizational outcomes. In contrast, the substitute model presumes that having direct participation next to indirect participation hinders the realization of positive organizational outcomes.

**Design**

Financial performance data of 99 Spanish hypermarkets were combined with questionnaire data of 5907 employee (response rate 59%) reports on voice and satisfaction. We performed moderated mediation analyses, to examine the mediation (complementary model) and moderation (substitution model) effect of direct participation on the association between indirect participation and collective work satisfaction / organizational productivity.

**Results**

Findings indicate that direct participation mediated in the indirect participation-satisfaction association (complementary model). In addition, we found a negative interaction between direct and indirect participation in relation to financial performance (substitution model).

**Limitations**

Generalization may be limited because data were collected in one single co-operative chain of hypermarkets.

**Implications**

This study implies that the combination of direct and indirect participation has positive effects on employee well-being, but does not benefit financial performance. Maximizing the benefits of direct and indirect participation for organizational outcomes requires a balanced strategy.

**Originality**

This is the first study to examine the differential impact of multiple opportunity-enhancing HR practices on collective employee wellbeing and organizational performance at the same time.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Strategic HR***

Fr-SYM-652-5

#### **HR-practices may increase motivation, but not all types of motivation contribute to firm performance**

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#### **Main Abstract Content: Purpose**

Although investing in HR-practices is expected to pay off, positive, negative and null-relations have been reported between HR-practices and firm performance. The current study takes a behavioural perspective to explain these results. Specifically, based of Self-Determination Theory (SDT), we argue that different HR-practices may lead to diverging types of motivation: while some HR-practices (e.g. participation) likely foster autonomous types of motivation, others (e.g. profit sharing) elicit controlled motivation. As autonomous motivation entails self-determined types of motivation, increasing autonomous motivation supports employee well-being and performance, and should therefore contribute to firm performance. Controlled motivation, in contrast, engenders feelings of coercion and therefore decreases rather than increases employee well-being and performance and firm performance.

#### **Methodology**

We test the diverging paths through which different HR practices may increase or decrease firm performance in a sample of 100 Belgian organizations. Preliminary results show that several practices (e.g. transparency in performance appraisal, evaluation of training) associate positively with firm performance through autonomous motivation. Only few HR-practices associated positively with controlled motivation, which was unrelated to firm performance.

#### **Limitations**

Additional data is collected to avoid limitations of small sample size.

#### **Practical Implications**

Rather than relying on HR-bundles, managers should be aware of the divergent motivational impact of different HR-practices: Only when they increase autonomous motivation, they increase firm performance.

#### **Value**

Differentiating between qualitative different types of motivation as detailed in SDT, allows to open the black box between HR practices and firm performance and explain the previous divergent results.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Fr-SYM-652-4

**All-In Or All-Out? Examining The Relationships Between HR Practices, Perceived Employability, And Organizational Outcomes**

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**Main Abstract Content: Purpose**

Recent research on the “employability management paradox” has urged scholars to critically examine whether investments in employability are worthwhile for organizations. More specifically: might there be potential trade-offs of HRM investments in employees’ employability between their commitment to the organization and their deviant work behaviors? Based on Social Exchange theory and Conservation of Resources theory, this study examined whether HRM practices can positively impact perceived employability (PE), and whether this is subsequently related to organizational commitment and counterproductive behaviors (CWB).

**Design**

Structural equation modeling was performed on a 2-wave sample consisting of 469 participants. In addition, part of the participants from the first wave participated again one year later (N = 127).

**Results**

Results from sample 1 indicated that both training & development and employee communication practices enhanced internal PE, which subsequently related positively to commitment and negatively related to CWB. Results from sample 2 showed that communication practices related positively to commitment and CWB via external PE, and positively to commitment and negatively to CWB via internal PE.

**Limitations**

Only subjective data were used and sample 2 was quite small.

**Implications**

Findings show that HRM practices can enhance PE, especially internal PE, and subsequently organizational outcomes. However, enhancing external PE also has risks as perceptions of high external employability might reduce commitment and enhance deviant behaviors.

**Originality**

This is the first study to examine the impact of HRM practices on PE and organizational outcomes and it adds empirical evidence to potential trade-off effects of HRM investments in employability.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Fr-SYM-652-3

**The influence of two differentiated bundles of HR practices on employees' performance. The mediating role of employee well-being.**

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<sup>1</sup>IDOCAL, University of Valencia, Valencia, Spain

**Main Abstract Content: Purpose**

In recent years, many studies have been focusing on the “black box” between HR practices and performance. Based on the Happy Productive Worker Thesis, the aim of this study is to test the mediating role of job and life satisfaction in the relationship between two bundles of practices (performance-enhancing and employee-centred practices) and employees' performance.

**Design/Methodology**

Using a sample of 1648 employees from 42 different Spanish organizations, we used structural equation modelling to test a partial mediation model.

**Results**

Results show that the two bundles of practices had a positive effect on performance through employees' well-being. We found a partial mediation of job and life satisfaction and a negative relationship between performance-enhancement practices and life satisfaction.

**Limitations**

The main limitations are the use of self-reported measures and a cross-sectional design.

**Research/practical implications**

Both, performance enhancement and employee centered practices are relevant in order to improve the well-being and performance of workers. The results also raise the importance of employee well-being for increasing performance at work, and offer insights for the debate on “mutual gains” and “conflicting outcomes” approaches.

**Originality/Value**

This article provides valuable insights into the role of different bundles of HR practices in their relation to employee's performance and the mediating mechanisms involved. We highlight the importance of employee centered practices.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Strategic HR***

Fr-SYM-652-2

#### **Organizational performance, employee well-being and differential effects of HRM subsystems: Mutual gains or conflicting outcomes?**

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#### **Main Abstract Content: Purpose**

Based on the ability-motivation-opportunity (AMO) model, human resource management (HRM) practices can be categorized into three subsystems – ability-, motivation- and opportunity-enhancing practices – each of which may have differential effects on outcomes. We investigate differential effects of these HRM subsystems on employee well-being and organizational performance. Our expectations about the nature of these effects are based on: (1) the mutual gains perspective, according to which HRM practices promote organizational performance through their positive influence on employee well-being; and (2) the conflicting outcomes perspective, which stipulates that the performance gains of HRM practices usually occur through an intensification of the work process.

#### **Design/Methodology**

We use multilevel data from the 2012 Finnish Practices of Working Life survey and examine hypothesized relationships by multilevel analysis in the Mplus software program.

#### **Results**

Preliminary results show subsystems of HRM practices have varied effects on employee well-being and organizational performance. The effects of motivation-enhancing practices are consistent with the mutual gains perspective, whereas opportunity-enhancing practices corroborate the conflicting outcomes perspective.

#### **Research/Practical Implications**

This study highlights trade-offs among employee well-being and organizational performance and identifies best sets of HRM practices for high-quality jobs.

#### **Originality/Value**

There has been a common assumption in organization research that HRM practices operate as a coherent system directed towards improving organizational performance. Recently, however, scholars have challenged this assumption arguing that subsets of HRM systems exist and account for varying levels of variance in outcomes. We systematically explore these differential effects and enhance our knowledge of how distinctive approaches to HRM might be beneficial for an organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Team work, creativity and innovation*

Th-SYM-846-4

**Providing Structure to Facilitate Creativity: A Motivational Approach**

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**Main Abstract Content: Purpose:** Threatening situations, in which people fear negative outcomes or failure, evoke avoidance motivation. Avoidance motivation, in turn, evokes anxiety, a systematic and effortful way of information processing, and relates to reduced intrinsic motivation. For these reasons, avoidance motivation has been associated with negative consequences such as performance decrements, resource depletion, and reduced wellbeing. Particularly in the domain of creativity, avoidance motivation has detrimental effects, which can be problematic when creative ideas are needed to keep up with changing demands, keep potential customers interested, and stay ahead of competitors. Although creative thinking is often associated with autonomy and the absence of constraints, providing structured task directions may be beneficial for people high in avoidance motivation because it enhances task clarity, reduces anxiety, and fits with their systematic way of processing information.

**Methodology:** In two studies individual differences in approach and avoidance motivation were assessed, after which they worked on a creative task.

**Results:** People high in avoidance motivation enjoyed creative tasks more when they were provided with task structure, and performed more creatively.

**Limitations:** The current research was conducted under controlled circumstances in the lab, future research is needed to test the validity of the intervention in organizations.

**Implications/Originality:** Developing and testing interventions to reduce the negative consequences of avoidance motivation enhances our understanding of the underlying psychological processes and is necessary to develop strategies for maximizing creativity in the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Team work, creativity and innovation*

Th-SYM-846-5

**Mind Full of Ideas? Mindfulness Skills Differentially Predict Creativity in Individuals and Groups**

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<sup>1</sup>Organizational Psychology, University of Amsterdam, Amsterdam, Netherlands

**Main Abstract Content: Purpose:** Improved creativity has recently been added to the list of many beneficial outcomes of mindfulness. However, mindfulness is a multifaceted construct and its effects may crucially depend on the specific mindfulness component that is being measured or trained. In addition, some mindfulness components may be particularly important for individual creativity, such as the ability to observe and attend to various sensory stimuli (Observation skills), whereas other components may be more important for group creativity, such as the ability to fully engage in current activities with undivided attention (Focused attention skills).

**Methodology:** In four studies at the individual level ( $N_{\text{total}} = 481$ ) and two studies at the group level (174 3-person groups in total), mindfulness skills were measured, extensively trained, or manipulated with a short meditation exercise and associated with indicators of creative achievements and ideation.

**Results:** Results support a differential relation between mindfulness and creativity: at the individual level, only Observation skills positively predicted creativity. At the group level the mean level of focused attention in the group (but not of other measured mindfulness skills) positively predicted originality of generated problem solutions.

**Limitations:** Results of group studies were cross-sectional, which prohibits conclusions about causality. In all studies, student samples were used, which limits the generalizability of the findings.

**Implications/Originality:** Together, the results show that effects of mindfulness on creativity strongly depend on the mindfulness component involved and setting in which creativity comes about.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Th-SYM-846-3

#### **Standardized Work and Organizational Creativity:**

##### **A Field Study in an Innovative Organization**

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<sup>1</sup>Organizational Psychology, University of Groningen, Groningen, <sup>2</sup>Royal Philips, The Netherlands, Netherlands

**Main Abstract Content: Purpose:** Organizations have a strong interest in stimulating employee creativity, yet are often also interested in standardizing work processes to increase efficiency and effectiveness. The question is whether and how these two goals can be reconciled. Although creativity and standardization are often intuitively seen as incompatible, little is known about the way people in organizations perceive this combination. In light of earlier findings, it is plausible that especially employees with a high need for structure and a low need for autonomy have a positive attitude towards work standardization. We conducted a field study in an innovative multinational organization manufacturing electronics and household appliances.

**Methodology:** In a field survey among 147 employees, we measured individual needs (need for structure, need for autonomy), work characteristics (e.g., perceived autonomy, information processing demands), and expectations of standardized work.

**Results:** Preliminary analyses show that, as expected, employees' expectations regarding standardized work were more positive to the extent that their need for structure was higher, especially when they perceived high levels of method autonomy. Further, although expectations were positive on the whole, a substantial number of respondents indicated that standardized work would probably interfere with their creativity at work.

**Limitations:** The study uses a single-source, self-report design; as such, we cannot draw conclusions regarding causality.

**Implications/Originality:** This study shows that people in organizations indeed perceive a tension between work standardization and creativity. Moreover, this study demonstrates that individual differences play an important role in these perceptions. Implementation of work standardization needs to take these individual differences into account.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Teams and workgroups*

*Team work, creativity and innovation*

Th-SYM-846-2

**Cognitive Stimulation in Brainstorming:**

**The (mis)fit between Psychological Needs and Diversity of Input**

K. De Jonge\*, E. Rietzschel<sup>1</sup>, N. Van Yperen<sup>1</sup>

<sup>1</sup>Organizational Psychology, University of Groningen, Groningen, Netherlands

**Main Abstract Content: Purpose:** Brainstorming is a popular technique used in organizations to stimulate creativity. Previous research has indicated that different types of input have the potential for cognitive stimulation: heterogeneous input increases flexibility and diversity, and homogeneous input increases persistence and depth. However, depending on psychological needs, some people may be cognitively stimulated more effectively by diverse input, whereas others may respond better to homogeneous input. We therefore investigated the moderating role of people's need for structure and autonomy in cognitive stimulation when receiving input with different levels of diversity.

**Methodology:** In two experiments, we manipulated type of input (no input, homogeneous input, or heterogeneous input) and measured participants' psychological needs. Participants were undergraduate students participating for partial course credits (Study 1:  $N=108$ , Study 2:  $N=122$ ).

**Results:** The data are currently being analyzed, but—in line with our predictions—preliminary analyses indeed suggest that the characteristics of group brainstorming can be tailored to match people's needs, and thereby increase creative performance.

**Limitations:** The fact that we had undergraduate students as participants in our experiments may threaten the generalizability of the results.

**Implications/Originality:** While previous research focused on brainstorming outcomes resulting from different types of input, we addressed the question *for whom* different types of input are likely to work. Our results suggest that taking individual needs into consideration is essential to create the optimal circumstances to stimulate creative performance in brainstorming. This is in line with the notion that people perform best when a Person-Environment fit is created.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Team work, creativity and innovation*

TH-SYM-846-7

**Under High Epistemic Motivation, Proself Groups Select More Creative Ideas:**

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<sup>1</sup>The Forge, Brussels, Belgium

**Main Abstract Content:** Purpose: In the context of innovation, the development of creative ideas does not necessarily lead to their implementation. In fact, groups of people seem to perform rather poorly when it comes to selecting creative ideas for implementation. The Motivated Information Processing in Groups model (MIP-G) (De Dreu, Nijstad & Van Knippenberg, 2008) provides an explanation as to why some groups outperform others when it comes to making group decisions. The model states that group information processing is primarily driven by epistemic and social motivation. On the basis of the MIP-G framework, we hypothesized that groups that are both epistemically and prosocially motivated would outperform other groups in selecting creative ideas. Design/Methodology: A 2 X 2 experiment in a field setting, with 78 employee teams from 19 different organizations. Results: Contrary to our hypothesis, our results showed that under conditions of high epistemic motivation, proself motivated groups selected significantly more creative and original ideas than prosocial groups. Proself motivated groups did not differ significantly from the prosocial motivated groups in selecting feasible ideas under conditions of high epistemic motivation. Limitations: Due to the field conditions, we were not able to control for all environmental factors (e.g. time of the day, light, noise and location). However, we did go out of our way to ensure equal treatment over conditions and organizations. Implications/Originality: Our results suggest that the MIP-G framework may need refinement to increase our future understanding of group idea selection. To this end, we propose three specific avenues for future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Team work, creativity and innovation*

Th-SYM-846-6

**Task Enjoyment and Opportunity Costs in the Lab - The Effect of Financial Incentives on Performance in Real Effort Tasks**

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**Main Abstract Content: Purpose:** The purpose of this study is to examine the effect of different payment-schemes on performance in different task-types among which a creative task and effort tasks.

**Methodology:** To this end laboratory experiments using monetary incentives are employed. We compare, within subjects, performance under three incentive schemes: a flat fee, a linear payment and a tournament.

**Results:** As we observe no effects of incentive scheme on subjects' output in our initial set-up, we also introduce opportunity costs via a paid pause-option and we decrease the attractiveness of the employed tasks. Decreasing the attractiveness of the tasks, we also do not observe differences between the incentive schemes. When we introduce, however, a paid outside option, the efforts are higher in the performance-dependent pay treatments than under flat payment. The size of the effect differs between the tasks, the direction is, however, the same.

**Limitations:** The usual limitations of laboratory experiments with respect to the external validity apply. Also, with the employed design it cannot be distinguished whether the behavioral effect of the introduction of the outside option stems from the introduction of opportunity costs or from the fact that the legitimacy of taking a break is introduced.

**Implications/Originality:** The key novel feature of this study is that it introduces a set-up in which a creative task can be employed repeatedly, such as in a within subjects design, and automatically be evaluated.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Team work, creativity and innovation*

Th-SYM-846-1

**Stimulating Creativity: Matching Individual Differences and Situational Factors**

K. De Jonge\*, M. Van Damme

**Main Abstract Content: State of the Art:** Modern organizations need to stimulate employee creativity if they are to thrive in an ever changing world and stay ahead of competitors. They can do so through employee selection or training, and by providing the right circumstances that help employees generate highly creative ideas. In this symposium, we will show that both individual differences and situational factors can explain when creative performance is most likely to occur.

**New Perspectives/Contributions:** All presentations in the symposium adopt a highly novel perspective, or address questions that have thus far been neglected. In the first presentation, Roskes shows how individual differences in approach and avoidance motivation relate to creative performance under various types of constraints in the workplace. In the second presentation, Baas shows how various mindfulness skills are differently related to individual and group creativity. In the third presentation, Rietzschel explains how the seemingly incompatible demands for creativity and work standardization may be reconciled for employees in an innovative organization. In the fourth talk, Eckartz shows how payment-schemes effect creative performance and effort. In the fifth talk, De Jonge goes into the topic of brainstorming, and shows that individual differences in psychological needs moderate the effectiveness of cognitive stimulation ideas.

**Research/Practical Implications:** This symposium on creativity is intended to serve as a catalyst for future research. Given that creativity and cognitive stimulation are highly valued, yet do not unfold in the same way for everybody, a deeper understanding of the individual and situational factors surrounding creativity is clearly needed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Teamwork in extreme environments***

Fr-SYM-1828-1

#### **And...ACTION: Adaptation, Feedback and Reflexivity in Action Teams**

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#### **Main Abstract Content:**

**State of the Art.** Action teams (AT) are unique among group types characterised by brief performance events, highly skilled specialists working under complex and time-limited conditions (e.g. surgical units). Further AT are often temporally unstable and consist of multiprofessional members. Most of the team literature today is based on more stable teams working in less complex environments. Therefore, transfer of these results to AT is questionable.

**New Perspectives/Contributions.** Consequently, this symposium focuses on AT taking into account their specific characteristics and the distinct challenges they are facing. Rico et al. investigate how firefighters change coordination processes to adapt to unexpected changes taking into account the long-term and short-term knowledge structure of teams. Hoven and Uitdewilligen investigate the role of improvisation in disaster and emergency management teams in routine and non-routine situations. Quinteiro et al. investigate the effect of innovation on adaptive performance in firefighting teams and how leadership and cohesion influence this relationship. Pasarakonda et al. provide insight into the relationship between coordination and performance in football teams and how they adapt to team-based disruptions. The last two contributions focus on feedback and reflection, which represents an important prerequisite for adaptation and learning in AT. Investigating multidisciplinary teams Gabelica and de Maeyer show how team feedback affects dynamic team processes and Schmutz et al. present a new behavioural observation system to assess team reflexivity in medical emergency teams.

**Research/Practical Implications.** This symposium offers methods and ideas for research and also team training highlighting the unique characteristics of AT.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Teamwork in extreme environments***

Fr-SYM-1828-3

**Improvisation in Disaster and Emergency Management**

M. Hoven <sup>1,\*</sup>, S. Uitdewilligen <sup>1</sup>

<sup>1</sup>Maastricht University, Maastricht, Netherlands

**Main Abstract Content:**

**Purpose.** The current research investigates the role of improvisation in disaster and emergency management in a sample of firefighting teams. The study thereby takes an event-level perspectives focusing on the specific characteristics of the firefighting events the team faced. Does the effect of improvisation on team performance depend on the type of event the team faces (routine versus non routine) and the time pressure during the event (high urgency versus low urgency)? Do leadership style, the amount of leadership experience, and the transactive memory system of the team influence the amount of improvisation at an event?

**Methodology.** We observed 36 events, faced by 20 firefighting teams. Four members of each team and the team leader filled in questionnaires to quantitatively describe these events.

**Results.** The findings suggest that the more routine the event is perceived to be, the higher the subsequent team performance. Improvisation is negatively related to performance in non-routine situations. In a low urgency situation high empowering leadership leads to more improvisation.

**Limitations.** A larger sample size and more non-routine events are necessary to further validate the findings.

**Research/Practical Implications.** The findings have implications for the training and daily practice of firefighting teams in the field. Teams should be prepared for non-routine situations and made aware when to follow the drills. Also leaders should adapt their actions to the situation at hand.

**Originality/Value.** Field research on action teams is scarce. The current study sheds more light on team concepts in this rather extreme and underinvestigated context.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Teamwork in extreme environments***

Fr-SYM-1828-6

**How team feedback sign affects dynamic team processes**

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<sup>1</sup>IESEG School of Management, Paris, France, <sup>2</sup>Antwerp University, Antwerp, Belgium

**Main Abstract Content:**

**Purpose.** The aim of the study was to compare how recurrently over or underperforming teams responded to team feedback about their outcomes.

**Design/Methodology.** We collected data from 28 multidisciplinary teams that worked together on problems for four weeks. We investigated the effects of mixed performance feedback (negative and positive feedback) and positive versus negative performance feedback (over versus underperformance relative to the median for two problems) on subsequent affective, cognitive, and behavioural processes in a growth-based modelling examination.

**Results.** Results indicate that all the measured team constructs were dynamic, rather than static. Concerning feedback effects, teams who received repetitive positive feedback experienced upward bumps of task cohesion and knowledge credibility, while also experiencing less conflict, compared to underperforming teams. Teams that received mixed feedback engaged in more reflection and knowledge building behaviours.

**Limitations.** Our within-subject design did not allow us to compare feedback groups to non-feedback groups.

**Research/Practical Implications.** By demonstrating turning points in patterns of change due to feedback, this study reinforces the idea that feedback is an important management tool that can help struggling teams learn how to work together differently. Researchers should keep on studying the dynamic feedback-process relationships using growth modelling.

**Originality/Value.** We combined and extended research on feedback and dynamic models of team effectiveness by tracking patterns of change of key team processes of different types, investigating the role of feedback in instigating transition points of team process trajectories, and illuminating two feedback facets that may explain why not all feedback is beneficial.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Teamwork in extreme environments***

Fr-SYM-1828-7

#### **Investigating In-Action Team Reflexivity in Medical Action Teams: Development of the Team Reflexivity Behaviour Observation System (TeRBOS)**

J. B. Schmutz <sup>1,\*</sup>, G. Friedli <sup>2</sup>, W. J. Eppich <sup>3</sup>

<sup>1</sup>ETH Zurich, Zurich, <sup>2</sup>University of Applied Sciences and Arts Northwestern Switzerland, Olten, Switzerland, <sup>3</sup>Northwestern University Feinberg School of Medicine, Chicago, United States

#### **Main Abstract Content:**

**Purpose.** Team reflexivity (TR) refers to a team's ability to reflect collectively on group strategies, processes, and outcomes in order to process key information, adapt accordingly, and promote team functioning. Most literature investigates TR during debriefings or after-action reviews. We propose that effective teams engage in TR also during action phases in a more dynamic, fragmented and unsystematic way than in debriefings. We aim to develop a behaviour observation system (OS) to investigate in-action TR during medical emergencies.

**Design/Methodology.** Through review of literature and 30 videos of medical emergency simulations, we generated codes for in-action TR. An interdisciplinary team (nurse, psychologist, emergency physician) tested the codes and iteratively adjusted the OS over two-months.

**Results.** The codes were adjusted until consensus was reached and acceptable interrater agreement of video coding was achieved. In the OS, in-action TR starts with an initiator to reflect followed by a reflective cycle consisting of elaboration (i.e. reviewing, situation assessment, anticipating, hypothesis generating). A full reflective cycle ends with decision making and leads to team adaptation.

**Limitations.** Thus far, the OS is descriptive only; no correlation with team effectiveness measures has been assessed.

**Research/Practical Implications.** Our OS sets the stage for future research investigating TR in-action. Further, TeRBOS includes specific, observable team behaviours that will make it possible to train action teams in TR.

**Originality/Value.** TeRBOS provides a new measurement approach to assess TR. Especially for action teams, behaviour observation is a more adequate method to assess in-action TR than self-report questionnaires.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Teams and workgroups*

*Teamwork in extreme environments*

Fr-SYM-1828-5

**How do Sports Teams Handle Disruptions? Adaptive Coordination and Effects on Performance**

S. Pasarakonda <sup>1,\*</sup>, G. Grote <sup>1</sup>, J. B. Schmutz <sup>1</sup>

<sup>1</sup>ETH Zurich, Zurich, Switzerland

**Main Abstract Content:**

**Purpose.** A team must be able to adapt its strategies based on task-related changes as well as on changes in team structure through compensatory behaviours and reallocation of intra-team resources. Team constellations in sports teams are not only dynamic over seasons due to player transfers but also over games due to sending-offs and injuries during the games. A lack of adaptation to such team-based disruptions (TBD) should result in less effective coordination patterns and a drop in performance.

**Methodology.** This study relies on existing football databases and consists of teams of the English Premier League that were analysed over a period of six seasons.

**Results.** Data analysis is ongoing and we are using nonlinear regression techniques and time series to analyse the dataset. We expect that TBD has a greater influence on coordination and performance in teams that are less familiar with one another than in teams that have been playing together for a longer time.

**Limitations.** Sample characteristics may limit generalizability. Nevertheless, management literature increasingly regards sports teams as an appropriate model for work and organizational teams.

**Practical Implications.** Our results should increase awareness about the effects of structural changes in teams and the influence on coordination and performance. Team familiarity might be an important factor to consider when managing a team.

**Originality.** The research contributes in significant ways to the scarce literature on the dynamics of team factors and their effects on coordination and performance over time. The proposed study advances the knowledge of team performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Teamwork in extreme environments***

Fr-SYM-1828-4

#### **Breaking the Rules: Innovation as a Process for Adaptive Performance in Firefighters Teams**

P. Marques-Quinteiro <sup>1,\*</sup>, A. Margarida Graça <sup>2</sup>, P. L. Costa <sup>3</sup>, C. Marques Santos <sup>4</sup>

<sup>1</sup>William James Center for Research, WJCR, ISPA-IU, Lisbon, Portugal, <sup>2</sup>Henley Business School, University of Reading, Henley, United Kingdom, <sup>3</sup>Católica Lisbon School of Business & Economics, <sup>4</sup>Instituto Universitário de Lisboa – ISCTE-IUL, Lisbon, Portugal

#### **Main Abstract Content:**

**Purpose.** Firefighter teams work under extreme circumstances and follow standardized procedures. However, these teams could also benefit from innovation as a process for adaptive performance. The current research examined how team innovation contributes to team adaptive performance, and how this relationship is influenced by team leadership and team cohesion.

**Design/Methodology.** The study adopted a multi-source and mixed method approach. Participants were 258 firefighters ( $N_{teams} = 36$ ). Nine fireman brigade team leaders from different hierarchical levels were interviewed using semi-structured interviews.

**Results.** Results from the qualitative study elucidate how some leaders implement debriefings where firefighters have moments for suggesting innovative practices that constitute a key moment for teams' participation. Survey results further show that how leaders promote innovation is dependent on the extent to which leaders build team cohesion.

**Limitations.** The small sample size of the qualitative study prevents us from generalizing the findings. Nevertheless, the data is complemented by the quantitative study.

**Research/Practical Implications.** This study draws attention to the fact that although firefighters rely on standardized and hierarchical processes, the extent to which these teams are capable of performing adaptively in the field is sensitive to team leaders' capacity to enhance cohesion and promote innovation.

**Originality/Value.** The phenomena and relationships under study have been overlooked in firefighter's teams research. We provide a seminal mixed method study that aims to encourage further research on these processes in teams.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Teamwork in extreme environments*

Fr-SYM-1828-2

**Coordination and Performance: Unpacking Adaptation on Firefighter Teams**

R. Rico <sup>1</sup>, M. Antino <sup>2,\*</sup>, C. Gibson <sup>3</sup>, S. Mohammed <sup>4</sup>

<sup>1</sup>Universidad Autonoma de Madrid, Madrid, Spain, <sup>2</sup>ISCTE, Lisbon, Portugal, <sup>3</sup>University of Western Australia, Perth, Australia, <sup>4</sup>Penn State University, Pennsylvania, United States

**Main Abstract Content:**

**Purpose.** We examine how firefighters' teams understand unexpected changes in their firefighting missions and change their coordination processes in order to effectively adapt to such changes. More specifically, we study how unexpected changes in the situation create a distance between team mental models (TMMs=long-term knowledge structures) and Situational Mental Models (SMMs=short time knowledge structures that emerge while teams perform a mission) and how such distance make teams to use implicit or explicit coordination processes to adapt and perform.

**Design/Methodology.** We collected multisource, multiwave data from 58 firefighter teams working in emergencies in Chile. Team members rated in Time1 TMMs and control variables. In Time2, right after the emergency-mission, team members rated their TSM and coordination processes, and the leader assessed the mission magnitude of change and team performance.

**Results.** Our results show that unexpected changes increase the distance between TMMs and TSMs, and that under these circumstances explicit coordination allows teams to perform properly, while implicit coordination does not.

**Limitations.** The main limitation of our data is that it doesn't allow us to observe the team during the action, allowing a behavioral code of the evolution of whole the coordination process during the mission.

**Research/Practical implications.** This research emphasizes the importance of understanding and both implicit and explicit coordination for team adaptation training.

**Originality/Value.** This study contributes to theory and research by studying the role of team knowledge structures as the prompt for teams to combine and sequence through different implicit and explicit coordination processes when adapting to change.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Temporary Employment*

Fr-SYM-1133-1

**Temporary agency workers' well-being, attitudes and behaviors: Motivations really matter?**

M. J. Chambel\*

**Main Abstract Content:** Temporary agency work (TAW) is a category of temporary employment arrangements that is characterized like the others by limited duration but has the specificity of a triangular employment relation that include the worker, the agency – the company that contract he or she – and the client – the company where he/she develops his/her diary professional activity (Kalleberg, 2000). 60.9 million of people gained access to work through agency work contract, and in European Countries, temporary agency employment represents 1.7% of the rate of employment (CIETT, 2015).

Gallagher and Connelly (2008) proposed that it is necessary to evaluate whether the existing theory developed in the context of standard employment is adaptable to contingent workers. By building on the self-determination theory (Ryan & Deci, 2000), this symposium includes five studies that analyze the relevance of motivations to explain TAW well-being, considering different mediator or moderators. This symposium involves nine researchers from three European countries – Portugal, Italy and Germany – that work in seven universities.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employment relations**

**Temporary Employment**

Fr-SYM-1133-3

**TAW motivations and their double affective commitment and OCB**

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<sup>1</sup>Universidade de Lisboa, Lisboa, Portugal, <sup>2</sup>Friedrich-Alexander-University , Nürnberg, Germany

**Main Abstract Content:** *Purpose* - The specificities regarding the temporary agency work lead us to taking into consideration the possibility of developing a double employment relationship: with a temporary work agency (the legal employer) and the client organization (where the workers perform their job). The purpose of this study was to analyze the relationship between different types of motivations and this double affective commitment. Furthermore, we inspected whether this double affective commitment mediates the relationship between motivations and the organizational citizenship behaviours (OCB).

*Design/Methodology* -The hypotheses were tested with a sample of 3983 temporary agency workers. Data were collected with a self-report questionnaire and analyzed using the AMOS program.

*Results* - Data showed a negative relationship between intrinsic motivation and affective commitment toward the client organization, while both the integrated and identified motivations (the two types of extrinsic motivation with a more autonomous nature) presented a positive relationship with the affective commitment toward the client organization and the agency. Additionally, we found some support for the mediating role of the affective commitment in explaining the relationship between motivations and OCB.

*Limitation* - The study is limited, due to the nature of the data (self-reported) and the lack of a longitudinal design.

*Research/Practical Implications* - Generally, the results suggest the important role of temporary workers' motivations in explaining their attitudes and behaviors at work.

*Originality/Value* - To our knowledge, the study is the first to analyze the relationship between several types of motivations and the double affective commitment of temporary workers.

**Keywords:** Motivation; Double Affective Commitment; Organizational Citizenship Behaviors

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employment relations**

**Temporary Employment**

Fr-SYM-1133-5

**Perceived job insecurity and work engagement in young TAWs: the moderator role of autonomous motivation.**

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<sup>1</sup>University of Turin, Turin, Italy

**Main Abstract Content:** *Purpose* – Perceived Job insecurity is defined as the worker's fear to lose his job and become unemployed (PJI, De Witte, 2005). Across Europe young workers often face insecure labour market positions, as the temporary agency contract, with the consequence to postpone important decisions in their private lives (Baranowska & Gebel, 2010). Nevertheless, young workers at their first work experience or back from a previous unemployment situation could find in the temporary agency employment a mean to gain a permanent position (i.e. stepping stone motive). This autonomous motivation (SDT) could reduce their feeling of job insecurity and its negative relationship with work engagement. Our study explores the relationships between PJI and TAWs autonomous motivation and work engagement as well as the moderating role of autonomous motivation in the relationship between PJI and work engagement.

*Design/Methodology* – Data were collected through a self-reported questionnaire completed by 587 TAWs (age under 39 years old and at their first work experience or unemployed before). Descriptive statistics, correlations and hierarchical regression testing moderation were performed.

*Results* – We verified the negative relationship between PJI and work engagement; furthermore we found significant autonomous motivation as a moderator.

*Limitations* – Cross-sectional design and the use of a self-report questionnaire are limitations of this study.

*Originality/Value* – Our results suggest the important role of young TAW autonomous motivation in reducing their feeling of job insecurity and its negative relationship with well-being at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Temporary Employment***

Fr-SYM-1133-4

**Motivations and TAW's well-being: The role of overqualification**

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**Main Abstract Content:** *Purpose* - The increase of education in younger generations and the relative scarcity of qualified jobs available for them makes overqualification of temporary agency workers a social issue. We explored the relationships between overqualification and TAW motivation and well-being (i.e. work engagement and burnout) as well as the moderating role overqualification in the relationships between motivation and well-being.

*Design/Methodology* - Data were collected from a sample of 530 contact center TAW.

We used self-report questionnaire and perform a multigroup analyze.

*Results* - We verified negative relationships between overqualification and workers intrinsic motivations and burnout. Moreover, overqualification emerged as a moderating factor in the relationship between integrated and identified motivations and workers' strain. The negative relationship between these motivations and burnout were stronger for workers without overqualifications.

*Limitations - Limitations* – Cross-sectional design and the use of a self-report questionnaire are limitations of this study.

*Research/Practical Implications* - Generally, the results suggest that overqualification worsen the strain that result of a job in contact center.

*Originality/Value* - To our knowledge, the study is the first to analyze the role of overqualifications to explain TAW well-being in the context of contact center.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employment relations**

**Temporary Employment**

Fr-SYM-1133-2

**Being a temporary agency worker: A motivation profile analysis**

M. J. Chambel, F. Sobral <sup>1,\*</sup>, F. Castanheira <sup>2</sup>

<sup>1</sup>Centro de Estudos em Desenvolvimento Humano, Universidade Católica Portuguesa- Porto, Oporto, <sup>2</sup>Universidade Nova de Lisboa, Lisboa, Portugal

**Main Abstract Content:** *Purpose* - The Self-Determination Theory (SDT) establishes that human motivations can take different forms (e.g., amotivation, extrinsic and intrinsic motivation). The purpose of this study was to analyse how these different forms of motivation combine to influence labour relations in TAW.

*Design/Methodology* - We tested this theory with data from seven temporary agency companies (N=3766) through latent profile analysis (LPA)

*Results* - We identified five distinct profile groups and found that they differed in their commitment to the agency and to the client-company, and in the perception of human resources practices (HRP). We verified that temporary agency workers (TAW) in more autonomous motivation profiles had more positive outcomes and a better perception of the investment made by the companies, than TAW in more extrinsic motivation profiles. Additionally, when TAW were able to integrate more autonomous reasons to be in this work arrangement, the negative effect of the extrinsic motivation was attenuated and it was possible to find moderated profiles in which TAW also showed more positive results than TAW presenting only extrinsic motives.

*Limitation* - The study is limited, due to the nature of the data (self-reported) and the lack of a longitudinal design.

*Research/Practical Implications* - Generally, the results suggest that a motivation profile provides a context that determines how the individual components are experienced. Furthermore, is crucial that TAW integrate more autonomous motivations to develop a positive employment relationship.

*Originality/Value* - To our knowledge, the study is the first to conduct a motivation profile analyze with TAW.

**Keywords:** Motivation Profiles; Affective commitment; Human Resource Management Practices

**Disclosure of Interest:** None Declared

**Keywords:** None



**Labor market issues**

**The aging workforce and retirement**

Th-SYM-1845-1

**Aging in the Workplace and Retirement in a Volatile, Uncertain, Complex, and Ambiguous World**

A. Froidevaux\*

**Main Abstract Content:** *State of the Art:* This symposium aims to integrate two trends that have emerged in the 21<sup>st</sup> century. First, due to rapid social and economic changes, careers have become less predictable and boundaryless. Second, due to increasing life expectancy, age represents a specific kind of diversity in the workplace, and late careers refer to workers aged over 55.

*New perspectives:* The objective of this symposium is to reunite some of the most recent and innovative research from the Age in the Workplace Network, that address specific challenges for late-career workers in a volatile, uncertain, complex, and ambiguous world. The two first presentations focus on aging workers: Goecke and Kunze identify specific work conditions affecting employees' subjective age; while Kooij explores how high involvement HR practices can increase job crafting behavior among older workers. The next two presentations focus on age in the workplace in the lens of the future retirement process: Burmeister, Deller, Sharma, and Yang observe how work values affect workers' knowledge transfer behavior; while Zaniboni, Truxillo, Chiesa, Guglielmi, Depolo, and Fraccaroli explore how age and job characteristics interact to affect work- and retirement-related outcomes. The final presentation by Froidevaux highlights the identity and meaning challenges that older workers need to face in order to adjust to the retirement phase.

*Research/Practical Implications:* The symposium expands knowledge on subjective age, interactions between age and job characteristics, and retirement adjustment. It also provides fruitful avenues for human resources practices that foster job-crafting behaviors and knowledge transfer between younger and older co-workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**The aging workforce and retirement**

Th-SYM-1845-2

**A Life Design Perspective on the Work to Retirement Transition**

A. Froidevaux\*

**Main Abstract Content:** *State of the Art:* As individuals need to adapt to the rapid economic and social changes, and move from a job assignment to another, Life Design has emerged as the new paradigm for career construction in the 21<sup>st</sup> century. The objective of this paper is to introduce a life design perspective on the transition from work to retirement, illustrated with a case study.

*New perspective:* The conceptual framework relies on the concepts of identity, meaning and mattering: It highlights how Subjective Identity Forms (SIFs) are articulated between individuals' salient roles in different life spheres and across time; and how meaning is provided by fulfilling individuals' key goods and perceptions of mattering. The case of a 69-year old Swiss former entrepreneur—now fully retired—man illustrates how life can be uniquely (re)designed when facing retirement. Identity continuity between past, present, and future SIFs in the family and leisure domains is observed, while the work domain reveals an identity shift. Relatedness, healthy living, and creativity, and a sense of mattering through volunteering, provide meaning to his life.

*Research Implications:* There is a need for future empirical research to examine the relationships between identity, meaning, and mattering in the retirement process.

*Originality:* Instead of focusing on late-career workers' decision-making or personality traits, this conceptual framework is based on identity, meaning and mattering—primarily important constructs in career theory and practice for the 21<sup>st</sup> century. It further integrates existing knowledge on identity, meaning and mattering in retirement in an overarching conceptual model.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***The aging workforce and retirement***

Th-SYM-1845-6

#### **Intergenerational knowledge transfer: How do work values drive knowledge transfer in dyadic interactions between younger and older co-workers?**

A. Burmeister\*, J. Deller<sup>1</sup>, S. Sharma<sup>2</sup>, J. Yang<sup>3</sup>

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#### **Main Abstract Content: Purpose**

Due to the large number of so-called baby boomers entering retirement, retention of valuable knowledge from older workers becomes a major challenge for organizations. We build on lifespan development theories, to argue that different work values affect the knowledge transfer behavior of younger and older co-workers. We hypothesized indirect effects of work values (i.e., generativity and growth values) on knowledge transfer behavior through motivation to engage in knowledge transfer. Further, we predicted that job characteristics moderate this indirect effect.

#### **Design/Methodology**

To test these assumptions, we collected longitudinal and multisource data from 100 intergenerational knowledge transfer dyads, consisting of younger (<35 years) and older (55+ years) co-workers, who worked in the financial services industry in Germany. Participants provided self-ratings on the independent variables, and assessed each other's knowledge transfer behavior at two time points using an online questionnaire.

#### **Results**

We tested the proposed moderated mediation model using structural equation modeling and found support for the majority of our hypotheses.

#### **Limitations**

Our findings might be upwardly biased as dyad members self-selected into participation in this study. Further, it remains to be tested how our results generalize to different samples from other countries and different industries.

#### **Research/Practical Implications**

The results imply that lifespan development theories provide a useful lens to understand antecedents of intergenerational knowledge transfer, and that individual and job characteristics interact to influence intergenerational interactions.

#### **Originality/Value**

To our knowledge, this study is the first to test propositions made by lifespan development psychologists in the context of intergenerational knowledge transfer.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**The aging workforce and retirement**

Th-SYM-1845-4

**The interplay between age and job characteristics in affecting work and retirement related outcomes**

S. Zaniboni <sup>1,\*</sup>, D. Truxillo <sup>2</sup>, R. Chiesa <sup>1</sup>, D. Guglielmi <sup>1</sup>, M. Depolo <sup>1</sup>, F. Fraccaroli <sup>3</sup>

<sup>1</sup>University of Bologna, Bologna, Italy, <sup>2</sup>Portland State University, Portland, United States, <sup>3</sup>University of Trento, Trento, Italy

**Main Abstract Content: Purpose.** Despite the increasingly age-diverse workforce, beyond theoretical contributions (e.g., Truxillo, Cadiz, Rineer, Zaniboni, & Fraccaroli 2012), only a few studies have examined differential age effects of job characteristics (e.g., Zaniboni, Truxillo, & Fraccaroli, 2013). The purpose of the present contribution is to study how age and job characteristics interact to affect work- and retirement-related outcomes. Specifically, our work integrates lifespan development theories (e.g., socioemotional selectivity theory (Baltes & Baltes, 1990); selection, optimization, and compensation theory (Carstensen, Isaacowitz, & Charles, 1999)), models of age and work motivation (e.g., Kanfer & Ackerman, 2004), and job design models (e.g., Morgeson & Humphrey, 2006).

**Design/Methodology.** A series of studies were conducted in different Italian organizations using time-lagged designs. At Time 1 participants provided information on job characteristics (e.g., WDQ) and other individual variables; at Time 2 (3-4 weeks later) participants provided information on work and retirement outcomes (e.g., retirement intentions).

**Results.** Different job characteristics showed a number of statistically significant interactions with age on work- and retirement-related outcomes. Moreover, three-way interactions were found with other individual difference variables.

**Limitations.** The major limitation is the use of self-report data.

**Research/Practical Implications.** Job characteristics are differentially valuable and supportive to workers across the work lifespan.

**Originality/Value.** Our work shows how individual variables, such as age, and job characteristics affect work- and retirement-related outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***The aging workforce and retirement***

Th-SYM-1845-3

**The role of HR practices in stimulating job crafting behavior of older workers**

D. Kooij\*

**Main Abstract Content:** Job crafting refers to self-initiated changes individuals make in their work to improve their person-job fit. Although numerous studies demonstrated that job crafting has a positive effect on person-job fit, engagement, and performance, we lack knowledge on how organizations can stimulate job crafting behavior. Since High Involvement HR practices (e.g., participation in decision-making, information sharing, broad job descriptions) encourage greater pro-activity, flexibility and collaboration among work-ers, I hypothesize that these practices will increase job crafting behavior. This increased job crafting behavior will in turn lead to increased engagement, employability, and work ability.

I used a two-wave survey study among older workers (65+) affiliated with a temporary employment agency targeting older workers with existing measures (except for the new measure on job crafting). Although structural equation modeling will be used to test the hypotheses, regression analyses on the first wave of data collection ( $N = 513$ ) provided initial support for the hypotheses, except for the positive association between job crafting and work ability.

Future research should replicate these findings in more general samples of older and younger workers. Nevertheless, this study contributes to the literatures on job crafting and aging at work by being the first study to demonstrate how organizations can stimulate job crafting behavior through their HR practices, and by revealing the effects of job crafting behavior on engagement, employability, and work ability of older workers. Organizations should implement High Involvement HR practices to stimulate job crafting among their older workers, and help them age successfully at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**The aging workforce and retirement**

Th-SYM-1845-5

**Antecedents of Subjective Age and Subjective Age Short-term Variability in the Workplace**

T. F. E. Goecke\*, F. Kunze<sup>1</sup>

<sup>1</sup>University of Konstanz, Konstanz, Germany

**Main Abstract Content:** *Purpose:* We conceptualize and empirically identify proximal and distal antecedents of subjective age in the workplace and investigate the short-term stability of subjective age.

*Design/Methodology:* We design the study as a longitudinal two weeks diary-survey study with online collected data from 90 employees working in an organizational environment. Individuals receive a daily survey at the end of each work-day, including distal (general job conditions) and proximal work events (events during the work-day), as well as two subjective age measures (single-item, multi-item). We include further outcome (e.g., turnover intentions) and control measures (e.g., company size, industry). For the analysis, we use mixed regression modelling.

*Results:* Preliminary findings support the majority of our hypotheses.

*Limitations:* Using a Mturk sample, we cannot fully control external validity of our results as well as potential drop-outs.

*Research/ Practical Implications:* We contribute to the debate on subjective age in the work context by identifying proximal and distal work conditions affecting employees' subjective age. As subjective age plays an important role for employee' health and organizational productivity (i.e.; Kunze et al., 2015), understanding work conditions and events that make employees feel younger or older helps practitioners to ensure a productive and healthy organization in times of an aging workforce.

*Originality/ Value:* We extend the current debate on subjective age in the work context using a longitudinal data set allowing the investigation of the stability of subjective age and the causal interpretation of subjective age antecedents in organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Technology, work-design and human-machine-systems***

***The digital environment***

Th-SYM-1644-2

**Using personality type to improve email communication**

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**Main Abstract Content: Purpose**

For many, email is an essential tool, but it can also facilitate miscommunication and create stress. This study explored personality differences in the ways in which people related to, used, and were affected by email. The results were used to develop both general and personality-specific guidelines for improving email communication.

**Design/Methodology**

Data was collected via an online survey from 368 participants who already knew their personality type, having previously completed the MBTI® assessment. The questions covered number of emails sent/received, devices used, preferences for using email, use of email outside of normal working hours, best and worst aspects of using email, and email-related stress.

**Results**

The stress-related questions were used to produce an overall stress score ( $\alpha=0.76$ ); this correlated with number of emails sent and especially received, use of emails outside of working hours, organisational factors, and a number of email-related behaviours. Contrary to predictions, Introverts as a whole were not more stressed than Extraverts, but amongst those receiving many emails there was a large and significant difference. Other personality differences were found, and used to develop email communication guidelines.

**Limitations**

The study was correlational in nature and relied on self-report.

**Research/Practical Implications**

Personality type is widely used in organisations; developing guidelines around this model will allow many workers to adapt their email communication strategies to meet both their and others' needs and reduce email-related stress.

**Originality/Value**

There has been very little research into the specific relationship between email use and personality, especially in a work context.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Technology, work-design and human-machine-systems*

*The digital environment*

Th-SYM-1644-4

### **Personality Type and Communication Preferences of Virtual Workers**

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#### **Main Abstract Content: Purpose**

Virtual or remote work is a growing phenomenon worldwide. While people have always worked from home offices, the trend is believed to be growing. The growth is enabled, to a great extent, by innovations in communication technology. However, just because the technology exists does not mean that it is used. The present study examines self-reported use of various communication media comparing traditional, mobile, and virtual workers. It also examines how personality type impacts the use of different communication technology.

#### **Design/Methodology**

A survey focused on preferences of virtual workers was developed for the present study. Participants completed the MBTI Form M instrument, and those who opted in to future research were invited to complete the survey.

#### **Results**

Linear Regression was used to predict self-reported communication modality usage using type of worker (traditional, mobile, and virtual) and MBTI® type preferences. The results showed differences in use based on type of worker and some support for the hypothesis that personality type would play a role in media choices for communication in organizational settings.

#### **Limitations**

This research is exploratory in that existing measures of communication media preferences were not readily available. Also, the data is self-report data, but was collected on two different occasions.

#### **Research/Practical Implications**

The study shows there are some differences in personality that organizations might consider when making decisions about allowing people work virtually.

#### **Originality/Value**

First study to examine communication modality preferences based on virtual work and personality type.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Training and development*

Th-SYM-2769-3

**Promote change through executive coaching : which factors determine the effectiveness of coaching?**

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<sup>1</sup>Management, Université Laval, QUEBEC, Canada

**Main Abstract Content: Promote change through executive coaching : which factors determine the effectiveness of coaching?**  
**J. Dima, & M-H. Gilbert, Faculty of Business Administration, Université Laval.**

### **Purpose**

Executive coaching is increasingly popular. However, the factors determining the effectiveness of executive coaching are not clear. This study aims at presenting the results of a systematic review on those factors. A conceptual framework will also be shown to represent the factors identified in the literature.

### **Design/Methodology**

The method of systematic review is adopted with the overall objective of making an inventory of scientific knowledge from 2000 to 2016 related to executive coaching and in particular about the key variables of its effectiveness.

### **Results**

63 articles from 2000 to 2015 were selected and they allowed the identification of more than 60 factors. The systematic review continues and will include articles until 2016. The results are presented in an integrative conceptual framework to identify and position six categories of factors determining the effectiveness of coaching. The identified factors are classified and explained.

### **Limitations**

The main limitations concern the use of the methodology of systematic review.

### **Research/Practical Implications**

The identification of factors determining the effectiveness of executive coaching determined by scientific research will ease the selection of a coach by organizations and clients but also foster skills development for coaches.

### **Originality/Value**

This paper presents scientific knowledge from 2000 to 2016 and offers a clear framework that will allow future scholars to focus their research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Labor market issues*

*Unemployment*

Fr-SYM-2644-7

**Outgroup competence, intergroup anxiety and willingness to hire older people:  
Testing the moderating role of intergenerational contact**

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**Main Abstract Content: Purpose:** The purpose of this study is to investigate the role of intergenerational contact in shaping hiring decisions. We investigated outgroup competence and intergroup anxiety as predictors of decision-makers' willingness to hire older people and whether these relationships are moderated by intergenerational contact frequency and quality.

**Design/methodology:** Potential participants were recruited using professional social networks within the UK. We used structured online questionnaires to collect the data. The final sample consisted of 232 employees hiring power.

**Results:** Multiple regression analysis indicated that intergroup anxiety was negatively related to decision-makers' willingness to hire older people. Intergenerational contact frequency exacerbated the relationship between intergroup anxiety and willingness to hire older people; whereas intergenerational contact quality buffered the negative relationship. In addition, we found that intergenerational contact quality facilitated the positive relationship between perceived outgroup competence and willingness to hire older people.

**Limitations:** The cross-sectional design does not allow determining causal inferences. Also, common-method bias may be a concern.

**Research/practical implications:** Future research could address different forms of intergenerational contact as a means to understand relations between younger and older workers, in particular with regard to hiring decisions. With regard to practice, the present study suggests that workplace interactions should be natural, cooperative, productive, and pleasant and to some degree perceived as voluntary.

**Originality/value:** The study findings extend previous research on older worker employment; in particular, they demonstrate how intergenerational contact frequency and quality can be powerful means to influence age-related hiring decisions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Unemployment***

Fr-SYM-2644-6

#### **A vicious circle: How perceived age-related discrimination, one's sense of employability, job-related self-efficacy and health influence one another**

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<sup>1</sup>University of Gießen, Gießen, Germany

#### **Main Abstract Content: Purpose**

Job search during unemployment requires self-regulation and a sustained belief in one's own abilities. Particularly older unemployed people face severe difficulties, however: They are less likely to find reemployment than younger job-seekers, also after controlling for their own – slightly lower – job-search intensity. The likely reason for both effects are age-related stereotypes and discrimination. Our first assumption is that experiencing age-related discrimination undermines older job seekers' self-perceived employability (particularly their work related identity and adaptability, less their human and social capital) – which is problematic since employability is crucial to a sustained health, belief in one's own abilities and job search. Further, a reduced health- and self-efficacy may itself make people more vulnerable to further discrimination.

#### **Design/Methodology**

In a cross-lagged panel design, we surveyed 152 elderly unemployed for their perceived discrimination during job search, their employability, job-search self-efficacy, health and job-search intensity.

#### **Results**

Results indicate a vicious cycle: perceived age-based discrimination undermines perceived employability, which in turn both directly and indirectly (via self-efficacy) undermines the unemployed person's mental health and job-search intensity. Mental health and job-search intensity in turn are crucial for not experiencing further age-based discrimination.

#### **Limitations**

The cross-lagged panel design allowed the conclusion of causal effects but not the testing of indirect relationships. The sample size is somewhat small for the complexity of the model proposed.

#### **Research/Practical Implications**

Practical implications for intervention and employment programs will be discussed.

#### **Originality/Value**

This is the first study to test for the effects of age-based discrimination on job-seekers' own perceptions, health, and behaviours.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**Unemployment**

Fr-SYM-2644-2

**Self-regulation in the theory of planned job-search behavior:**

**Deliberate and automatic self-regulation strategies to facilitate job seeking**

E. A. J. Van Hooft <sup>1,\*</sup>

<sup>1</sup>University of Amsterdam, Amsterdam, Netherlands

**Main Abstract Content: State of the Art**

Job-search behavior is an important factor in predicting unemployed people's reemployment success (Kanfer et al., 2001). Based on extant theory/research, many motivational factors can be identified that explain people's job-search behavior. A core construct capturing these motivational factors is job-search intention, which reflects people's motivational strength to engage in job search. Even though job-search intention strongly predicts job-search behavior (average  $r = .46$ ; Van Hooft, in press; Van Hooft et al., 2015), re-analysis of previous data indicates that on average 46.3% of the people with job-search intentions do not act upon these. In the present paper I seek to explain this intention-behavior gap by integrating theory and research on self-regulation. Self-regulation is proposed to be needed to both initiate and maintain job-search behaviors, because job search often is a lengthy process with abundant complexities, disruptions, and rejections.

**New Perspectives/Contributions**

Based on recent conceptualizations of self-regulation, I distinguish between two clusters of factors that may facilitate self-regulation and act as moderators in the job-search intention-behavior relationship: (a) goal/intention type, and (b) self-regulatory skills, beliefs, and capacities. For each moderator, a theoretical rationale is developed and empirical support is reviewed. Lastly, I discuss the importance of nonconscious processes, providing examples of hypo-egoic self-regulation strategies that reduce the need for deliberate self-regulation and conscious control.

**Research/Practical Implications**

For each moderator, future research suggestions and practical tips for job seekers/employment counselors are provided.

**Originality/Value**

The paper integrates recent theory and findings on self-regulation, providing an avenue for future research on job seeking.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Unemployment***

Fr-SYM-2644-4

**Escaping underemployment after becoming unemployed: The role of job search behaviour**

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<sup>1</sup>KU Leuven, Leuven, Belgium

**Main Abstract Content: Purpose.** Though unemployment is often a dramatic event leading to various negative consequences, it may sometimes also be considered as an opportunity to give new directions to the career. This may be especially likely if one was underemployed (i.e., working below one's capacities) prior to becoming unemployed. For underemployed people, unemployment could be used to escape underemployment and find a matching job again. So far, little is known on how to escape underemployment. We address this gap by investigating whether people can leave underemployment through their own searching behavior during unemployment.

**Design/Methodology.** We distinguish between job search quantity (i.e., searching intensely) and job search quality (i.e., searching strategically), using longitudinal survey-data of about 500 recently unemployed respondents who were previously underemployed.

**Results.** Part of our respondents escaped underemployment after three months of job search. Moreover, searching haphazardly increases the likelihood of staying unemployed or becoming underemployed again instead of finding an adequate job. Searching intensively decreases the chance of finding an adequate job compared to becoming underemployed again, whereas searching in a focused or exploratory way increases this chance.

**Limitations.** We do not distinguish between voluntary/involuntary underemployment.

**Research/Practical implications.** Searching qualitatively during unemployment is more important to escape underemployment than searching quantitatively. This suggests stressing the former's importance when counseling unemployed people.

**Originality/Value.** We link insights from job search and underemployment literature which has rarely been done this far.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**Unemployment**

Fr-SYM-2644-5

**Consequences of unemployed individuals' injustice perceptions for mental health and job search**

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<sup>1</sup>Friedrich-Alexander University of Erlangen-Nürnberg, Nürnberg, Germany

**Main Abstract Content:** *Purpose:* Unemployed people often perceive their life situation as unjust (Dalbert, 1997) and hence report low life satisfaction (Freidl et al., 2007). Based on organizational justice research (e.g. Elovainio et al., 2002; Judge et al., 2006) we propose that injustice experiences in the employment agency context generally lead to depression in unemployed people and trigger retaliation in the form of decreased job search, particularly in the case of highly hostile personalities.

*Design/Methodology:* Based on four waves of a longitudinal study with  $N=290$  at T1 to  $N=162$  at T4 unemployed people (56.4% female,  $M=42.9$  years,  $Md=14.5$  months unemployed), we assessed distributive, procedural, interpersonal and informational justice, trait hostility, depression and job search intensity with established scales.

*Results:* According to multilevel analyses, decreases in procedural and distributive justice resulted in increases of depression. Additionally, unemployed people high in the personality trait of hostility decreased their job search intensity when confronted with decreases of procedural and interpersonal justice.

*Limitations:* Self-report measures were used. The sample was not completely representative for the population of unemployed people in Germany.

*Research/Practical Implications:* The findings highlight the importance of the under-researched topic of injustice perceptions among unemployed people. Developing methods to avoid such perceptions could help to stabilize unemployed people's mental health and optimize the job search process.

*Originality/Value:* This is the first study that addresses detrimental affective *and* behavioral consequences of injustice experiences of unemployed people in the employment agency context with a longitudinal design.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Unemployment***

Fr-SYM-2644-1

**Psychological aspects of job loss and unemployment – Disentangling the job search process**

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<sup>1</sup>Friedrich-Alexander University of Erlangen-Nürnberg, <sup>2</sup>University Of Erlangen-Nürnberg, Nürnberg, Germany

**Main Abstract Content: State of the Art:**

Even during favorable economic conditions, unemployment affects a significant minority of people (e.g., about 2.8 Million Germans were unemployed in 2016, despite a low unemployment rate of 6.3%). In economically difficult times, unemployment regularly turns into a mass phenomenon that leaves hardly any part of the population unaffected (e.g. currently in Greece and South Africa with unemployment rates > 25%). Psychological research plays an important role in studying the antecedents and effects of job search (e.g. Kanfer et al., 2001), thus analyzing ways of how to find a suitable job and how to reduce societal costs caused by long-term unemployment. However, regarding the job search process, many questions remain unanswered.

**New Perspectives/Contributions:**

This symposium focuses on antecedents and consequences of job search behavior. It disentangles the complex processes that lead to more or less successful job search among unemployed people and scrutinizes the mechanisms in the labor market that operate to the disadvantage of certain groups (e.g. older job seekers). The research included here also turns attention to risk groups such as highly hostile or long-term unemployed people. The use of longitudinal samples from four countries and two continents underscores the high methodological quality and cultural breadth of the research presented.

**Research/Practical Implications:**

The symposium proposes new perspectives that stimulate research on the job search behavior of different groups of people. Research presented here uncovers problems that undermine job search effectiveness and identifies methods improving it. This is important news for practitioners and unemployed people themselves.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Labor market issues**

### **Unemployment**

Fr-SYM-2953-6

#### **Well-being and coping among reemployed people and professional interns.**

K. Ślebarska <sup>1,\*</sup>

<sup>1</sup>University of Silesia, Katowice, Poland

#### **Main Abstract Content:** *Purpose*

The existing research on the transition from unemployment to reemployment mainly focuses on job search behaviors, however the issue of employees' emotional well-being plays an important role in understanding and supporting reemployment success. Individuals can suffer from decreased qualifications and competence or lower self-efficacy not only during searching for employment but also after being reemployed. This study examines the relation between the reemployed persons' emotional well-being and their tendency to cope in the new workplace.

#### *Design/Methodology*

Data were collected from  $N=123$  organizational newcomers within a longitudinal design (2 waves study). The sample contained reemployed people ( $N=88$ ) and professional interns ( $N=35$ ). Self-efficacy and its association to well-being and coping with reemployment were analyzed.

#### *Results*

The data analysis showed general self-efficacy and well-being as significant predictors of coping strategies used by the individuals in the re-entry phase. Additionally, emotional costs partially mediated the effect of general self-efficacy on coping. Furthermore, the reemployment status (reemployed vs. interns) had an effect on well-being.

#### *Limitations*

The study only focused on reemployed people, thus we cannot make claims about the higher emotional costs experienced by reemployed people compared to other organizational newcomers.

#### *Research/Practical Implications*

This study demonstrates the importance of well-being in the new workplace of reemployed individuals and provides a useful starting point for intervention programs designed to help previously unemployed individuals in adapting to the new workplace.

#### *Originality/Value*

This investigation sheds light on an under-researched phenomenon: The coping and adaptation of formerly unemployed people to the new situation of reemployment.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Labor market issues***

***Unemployment***

Fr-SYM-2948-1

**Psychological aspects of job loss and unemployment – Revisiting the latent benefits of work**

K. Paul <sup>1,\*</sup>, A. Zechmann <sup>1</sup>

<sup>1</sup>Friedrich-Alexander University of Erlangen-Nürnberg, Nürnberg, Germany

**Main Abstract Content: State of the Art:**

Even during favorable economic conditions, unemployment affects a significant minority of people (e.g., 2.8 Million Germans were unemployed in 2016, despite a low unemployment rate of 6.3%). In economically difficult times, unemployment regularly turns into a mass phenomenon that leaves hardly any part of the population unaffected (e.g. currently in Greece and South Africa with unemployment rates > 25%). Psychological research plays an important role in studying the effects of unemployment on mental health and health behavior (e.g. Paul & Moser, 2009), thus analyzing potentially serious threats to public health.

**New Perspectives/Contributions:**

This symposium focuses on the latent deprivation model (Jahoda, 1981, 1997). This theory states that employment does not only provide the manifest function of earning a living but also unintended or “latent” functions, such as social contact and status. These latent benefits help to sustain mental health. Job loss leads to a lack of the latent functions, causing distress. One study included here tests this model in a large longitudinal sample, another study scrutinizes activities that can provide some of the latent benefits for unemployed people. The third study focuses on social contact among university graduates. The fourth study tests possible beneficial effects of volunteer work for retirees.

**Research/Practical Implications:**

The symposium deepens the understanding of the latent deprivation model, helps to answer unresolved questions of causality, and tests the model in under-researched groups, such as unemployed graduates and retirees. The resulting knowledge will help to improve intervention measures for unemployed people.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**Unemployment**

Fr-SYM-2948-2

**Why do individuals suffer during unemployment? Extending the latent deprivation model**

A. Zechmann <sup>1,\*</sup>, K. Paul <sup>1</sup>

<sup>1</sup>Friedrich-Alexander University of Erlangen-Nürnberg, Nürnberg, Germany

**Main Abstract Content: Purpose:** According to Jahoda's (1981) deprivation model, a main cause of the distress during unemployment is a lack of the latent functions of employment (time structure, social contact, status, activity, collective purpose) which represent psychological needs. This study aims at testing the causal assumptions of the model. We also propose an extension of the model by the needs for autonomy and competence which pertain to the occupational life of a person and have been shown to be two important predictors of mental health.

**Design/Methodology:** We conducted a six-wave study consisting of  $N = 1143$  (mostly) unemployed people at T1. At T6 ( $N = 544$ ), 45% of the participants were reemployed. We assessed the latent and manifest functions, competence and autonomy based on established scales and measured distress with the GHQ-12 (Alphas always  $> .71$ ).

**Results:** When formerly unemployed people had found new jobs, their distress diminished and their access to the latent and manifest functions and competence increased. However, autonomy decreased. Furthermore, multilevel mediation analysis showed that better access to all latent and manifest functions and competence mediated the influence of reemployment on improved mental health.

**Limitations:** All data were self-reported.

**Research/Practical Implications:** This is the first study to comprehensively test the deprivation model in a large longitudinal study. It provides sound causal evidence that can be helpful in stabilizing and improving the mental health of unemployed people.

**Originality/Value:** Our findings not only endorse the original deprivation model but also its extension by the need for competence.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Unemployment***

Fr-SYM-2948-3

#### **Engagement in meaningful activities during unemployment and subjective well-being: A mediational model**

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#### **Main Abstract Content:**

##### **Purpose**

Research suggests that involvement in personally meaningful activities is an important determinant of well-being during unemployment. Building on the latent deprivation model, this study investigates the relationship between engagement in meaningful activities and well-being among older unemployed people, and processes that underlie this relationship.

##### **Design/Methodology**

A parallel multiple mediator model was tested using the SPSS macro PROCESS in a cross-sectional sample comprising 185 Portuguese unemployed participants aged 40+. The model proposes a positive association between the engagement (frequency x meaning) in nine categories of activities and psychological well-being that is mediated by the perceived access to five latent benefits of work (time structure, activity, social contact, collective purpose and status).

##### **Results**

Participants were mostly engaged in passive activities at home, spending time with family and household tasks. Participants were less engaged in social activities, exercise/sports and volunteering. Engagement in social activities and caregiving to family members or friends seem beneficial for well-being through the perception of greater social contacts and greater contribution to society and integration in the community.

##### **Limitations**

Although the mediational model is theoretically well sustained, the cross-sectional design of the study restricts conclusions regarding causality.

##### **Research/Practical Implications**

The findings may be useful for both policy-making and practitioners aiming to turn unemployment into a less psychologically harmful experience.

##### **Originality/Value**

Studies on the processes underlying the association between activity and well-being during unemployment seem scarce. Besides, despite their disadvantaged situation in the labour market, older unemployed people are an understudied population in unemployment research.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**Unemployment**

Fr-SYM-2948-4

**Gaining and losing social capital during transition from college to work: One-year follow-up of (un)employed graduates**

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**Main Abstract Content: Purpose.** The study investigates variations of individual social capital and its role in the job search process during a one-year period of transition from college to work. Individual social capital was conceptualized as a resource that the person can realize through social relations.

**Design/Methodology.** The key variables – size of network, social status of acquaintances and strength of ties – were measured in a three-wave longitudinal study. 303 graduates were surveyed immediately after graduation and followed up six months and one year later when 138 (45%) of them were employed and 165 (65%) still unemployed.

**Results.** The network characteristics differentiate subjects who found a job: Compared to unemployed graduates, employed graduates reported having larger social networks, with stronger ties and social connections of a higher status immediately after graduation. In addition, the groups showed different trends in individual social capital during the one year period: Employed individuals significantly increased the size of their network, as well as the strength of ties, while unemployed individuals reported a decrease in the social status of acquaintances.

**Limitations.** The study used self-reported measures and was conducted with a convenience sample, limiting the generalizability of findings.

**Research/Practical Implications.** As quality and quantity of social contacts relate to a successful job search, the process of gaining and losing social capital may be crucial for the understanding of differences in career success among people of comparable human capital characteristics.

**Originality/Value.** The study integrates the latent deprivation model with conservation of resources theory in explaining the individual meaning of unemployment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Unemployment***

Fr-SYM-2948-5

#### **The beneficial role of voluntary work for later life development of dementia: A 5-year follow-up study among Swedish retired seniors.**

Y. Griep<sup>1,\*</sup>, L. Magnusson Hanson<sup>2</sup>, T. Vantilborgh<sup>3</sup>, L. Janssens<sup>4</sup>, S. Jones<sup>1</sup>, M. Hyde<sup>5</sup>

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#### **Main Abstract Content: *Purpose***

This paper sets out to investigate whether taking on voluntary work when retiring (self-initiated unemployment) fulfills the latent functions of employment and hence serves as a protective factor for the onset of cognitive problems and the likelihood of being diagnosed with dementia.

#### ***Design/Methodology***

We tested these assumptions using 3-wave data from the Swedish National Prescribed Drug Register. We compared three groups of retirees: 1) no volunteering ( $N=531$ ), 2) discontinuous volunteering ( $N=220$ ), and 3) continuous volunteering ( $N=250$ ).

#### ***Results***

Continuous volunteering, was associated with significantly lower cognitive complaints, and a 2.44 (95%CI [1.86 ; 3.21]) and 2.46 (95%CI [1.89 ; 3.24]) times lower likelihood of dementia in 2012 and 2014, respectively. Not volunteering, had a 2.45 (95%CI [2.09 ; 2.90]), and 2.57 (95%CI [2.18 ; 3.07]) higher likelihood of dementia in 2012 and 2014, respectively.

#### ***Limitations***

Although there is always the possibility of reverse causation, the results from our reverse causation path model suggests that this is highly unlikely.

#### ***Research/Practical Implications***

Our results largely support the assumptions that voluntary work in times of retirement is associated with lower self-reported cognitive complaints and a lower risk for dementia, relative to those who do not engage in voluntary work.

#### ***Originality/Value***

This study explicitly investigates the proposition of Anderson and colleagues (2014) that the increased social, physical, and cognitive activity that accompanies voluntary work might bolster retirees from the risk of memory impairment and dementia in later life.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Labor market issues**

### **Unemployment**

Fr-SYM-2644-3

#### **Motivational profiles in unemployment: Key determinants of the unemployment experience**

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**Main Abstract Content:** *Purpose:* Following self-determination theory, unemployed people differ in job search motivation ranging from internal and beneficial types of motivation (i.e. intrinsic and identified) to external and controlling types (i.e. introjection, external) yielding detrimental outcomes. A more nuanced view, however, added that profile composition determines whether outcomes will be positive or negative. The first aim of this study was to examine profiles of job search motivation among unemployed people. Second, we aim to explore the relation between the profiles and affective experiences, commitment to employment and job search behaviour.

*Design/Methodology:* We collected cross-sectional survey data from 865 South African unemployed people.

*Results:* Latent class analysis distinguished a lowly motivated (class 1), ambivalent (class 2) and motivated group (class 3). The lowly motivated group experienced the least negative affect, while the highly motivated experienced least positive affect. The ambivalent were more committed than the highly motivated, which were more committed than the lowly motivated. Finally, the ambivalent group scored higher on job search behaviour than the lowly motivated group.

*Limitations:* The data were cross-sectional and self-reported.

*Research/Practical Implications:* This study contributes to the literature on unemployment by investigating the quality of motivation to search for a job and its associated outcomes from a person-centred perspective. The findings can be used to tailor interventions and policy to particular types of unemployed people.

*Originality/Value:* This study adds to the motivational profiles research in SDT (e.g. in sports, work), by examining the profiles of unemployed people and their well-being, attitudes and behaviour as outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Unemployment***

Fr-SYM-2953-1

**Psychological aspects of job loss and unemployment – Is it possible to maintain a good mental health after job loss?**

K. Paul <sup>1,\*</sup>, A. Zechmann <sup>1</sup>

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**Main Abstract Content: State of the Art:**

Even during favorable economic conditions, unemployment affects a significant minority of people (e.g., 2.8 Million Germans were unemployed in 2016, despite a low unemployment rate of 6.3%). In economically difficult times, unemployment regularly turns into a mass phenomenon that leaves hardly any part of the population unaffected (e.g. currently in Greece and South Africa with unemployment rates > 25%). Psychological research plays an important role in studying the effects of unemployment on mental health and health behavior (e.g. Paul & Moser, 2009), thus analyzing potentially serious threats to public health. However, it has not yet uncovered all aspects that explain why unemployment leads to distress.

**New Perspectives/Contributions:**

This symposium offers empirical tests of new theoretical explanations of why unemployed people suffer, highlighting the role of situational (e.g. mismatched values) and personal (e.g. locus of control) determinants of mental health. Studies on coping behavior test how to cope with unemployment and reemployment by use of situational (e.g. work experience) and personal (e.g. psychological capital) resources. Other research included here turns attention to risk groups such as young and long-term unemployed people. The use of longitudinal samples from five countries and two continents underscores the high methodological quality and cultural breadth of the research presented.

**Research/Practical Implications:**

The studies propose new avenues for research on the mental health effects of unemployment and on successful coping with unemployment. They furthermore provide advice on how unemployed people can maintain good mental health despite the challenges associated with unemployment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Unemployment***

Fr-SYM-2953-2

#### **Are psychological attributes important for wellbeing of unemployed youth? The impact of externality, ambiguity intolerance and psychological capital**

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#### **Main Abstract Content: Purpose**

Unemployment is an undesirable and rather ambiguous situation that is associated with poor wellbeing. Psychological attributes as an internal locus of control and psychological capital could be seen as resources for maintaining a person's wellbeing during periods of unemployment. This study examines the impact of locus of control, ambiguity intolerance and psychological capital on psychological wellbeing of unemployed youth in three countries.

#### **Design/Methodology**

We examine these assumptions based on a multinational sample of unemployed youths from Germany, Kenya and Uganda. Data were gathered by questionnaires.

#### **Results**

Results reveal that unemployed youth with external locus of control have lower psychological wellbeing than those with internal locus. However, at higher levels of psychological capital, those with external locus of control chance tend to also have higher psychological wellbeing. Ambiguity intolerance correlates negatively with psychological wellbeing. We further observe that psychological capital suppresses the negative impact of ambiguity intolerance. The suppression effects are however moderated by locus of control.

#### **Limitations**

The data are based on a cross-sectional research design and contain self-report measures only.

#### **Research/Practical implications**

Internal locus of control and psychological capital are important for maintaining high levels of psychological wellbeing during unemployment. These strengths are not only important for maintaining high psychological wellbeing, but also for "surviving" in the job search process.

#### **Originality/Value**

The addition of psychological capital to our model particularly provides an understanding that positive psychological strengths can mitigate the impact of negative psychological attributes on psychological wellbeing of individuals in adverse conditions.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Labor market issues***

### ***Unemployment***

Fr-SYM-2953-3

#### **How we can reduce depression among unemployed youths**

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#### **Main Abstract Content: *Purpose***

Numerous surveys demonstrate that unemployment is strongly linked with increased health risks. It has been demonstrated, for instance, that the rate of parasuicides among young unemployed men is significantly higher than that among young employed men (Dorling 2009). Therefore, this study focuses on an especially vulnerable group – young, long-term unemployed people – and addresses the following problem: Which requirements must be met so that long-term unemployment does not affect unemployed individuals' mental health negatively?

#### ***Design/Methodology***

We chose a random longitudinal sample of 290 people at T1 (205 remained in the sample until T2, 18 months later). In linear regressions with gradual back-selection, the effect of 11 predictors, e.g., locus of control and alcohol consumption on depression was studied.

#### ***Results***

The resulting model explained 44% of the variance in depression. The most important predictors of decreases of depression during the course of long-term unemployment were: An increase in expectations for the future job as well as an increase in alcohol consumption and the belief not to be dependent on external factors or other people.

#### ***Limitations***

All variables were measured via self-report. The sample is restricted to young unemployed people.

#### ***Research/Practical Implications***

The present study suggests that intervention programs should aim to maintain or rebuild the affected person's control beliefs.

#### ***Originality/Value***

This study provides longitudinal evidence on successful coping strategies of a particularly vulnerable, but under-researched subgroup of unemployed people: young, long-term unemployed people.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Labor market issues**

### **Unemployment**

Fr-SYM-2953-4

## **Incongruence as a cause of distress among unemployed people: Evidence from two longitudinal samples from Germany**

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### **Main Abstract Content:** *Purpose*

The incongruence model of unemployment distress (Paul & Moser, 2006) predicts that a mismatch of work-related values and life goals on the one hand and the current employment situation on the other hand causes distress. Unemployed individuals typically experience this kind of incongruence because they are usually strongly committed to employment, but do not have a job. As a consequence, they suffer from psychopathological symptoms.

### *Design/Methodology*

We conducted two independent longitudinal studies. Study 1, a six wave study over 2.5 years, consisted of  $N=1,143$  (mostly unemployed) participants at T1 (T6:  $N=541$ ). Study 2, a four wave online panel over 1.5 years, consisted of participants from different employment situations (T1:  $N=461$ ; T4:  $N=321$ ). We measured incongruence with a newly developed nine-item scale (Alpha at all waves  $> .80$ ) and assessed distress with the GHQ.

### *Results*

In both studies, incongruence longitudinally predicted changes in mental health. In Study 1, declines of incongruence also mediated the effects of reemployment on subsequent improvements in mental health.

### *Limitations*

All variables were measured by self-report. Mediation could not be tested in Study 2 due to scarcity of changes in employment status.

### *Research/Practical Implications*

Our results demonstrate that incongruence (partly) explains the negative effect of unemployment on mental health. This broadens the range of theoretical approaches pertaining to this important social problem and indicates starting points for interventions for unemployed people.

### *Originality/Value*

The results support the causal assumptions of the incongruence model in large samples with longitudinal designs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Unemployment***

Fr-SYM-2953-5

#### **"Worried about not finding a job? A work experience might help." Two country longitudinal evidence for the psychological effect of work experiences**

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#### **Main Abstract Content: Purpose**

In today's job market, university graduates are increasingly concerned about not finding the right job after their studies. To enhance their employability, they are often encouraged to engage in work experiences. This study is the first to examine the role of job worries – the concern of not finding the right career after graduation – in the work-experience-to-employability relationship. We argue that work experiences (together with good mental health) help to reduce job worries, and through that positively affect external employability.

#### **Design/Methodology**

Results of two independent studies are presented. Study 1 tested the assumed relations between previous work experience, affective well-being, job worries, and external employability among 255 Austrian graduate students cross-sectionally. Study 2 validated the relationships by specifying which characteristics of work experiences contribute to employability via job worries within longitudinal data of 150 German students.

#### **Results**

Engaging in a work experience enhanced the individuals' employability in both samples. The reduction of job worries explained a significant share of the effect of work experiences on subjective employability. Additionally, job worries mediated the effect of affective states and affective well-being during work on subsequent employability.

#### **Limitations**

The self-report nature of the data is one of the limitations of this paper.

#### **Research/Practical implications**

Both studies show that work experiences contribute to employability by significantly reducing job worries.

#### **Originality/Value**

This paper aligns itself with a selected group of studies that focus on the psychological mechanisms connecting work experiences with better employability outcomes and introduces the role of job worries into this process.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Unemployment***

Fr-SYM-1103-5

**Supporting young peoples' journey from education to work**

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**Main Abstract Content: Integrated summary of the symposium**

Youth unemployment remains a significant problem in UK, Europe and many other developed countries. Government and industry reports describe difficulties young people experience in the transition between education and work (IPPR, 2014; SKOPE, 2012; Symonds et al., 2011); but, there is little psychological research in this area. The IPPR report (2014) cites poor links between schools and businesses; and failing careers' services as reasons for difficult transitions. The ESRC Centre on Skills, Knowledge and Organisational Performance (SKOPE, 2012) note the experiences of many young people as extended and risky transitions from education to the labour market involving few jobs, poor quality jobs (e.g., lacking in working hours), skill-mismatches, over-qualification and jobs lacking subsequent progression (p. 4). This Scientist Practitioner Collaborative Forum will describe interventions with young people from the supply side of the labour market describing work with young people in the UK, The Netherlands and Iceland. Then we will go onto describe new empirical evidence from the demand side looking at what employing organizations can do to help young people to gain entry to the workplace and the benefits this will provide those employers. Further, this symposium will provide two discussants (one academic from Poland and one practitioner from Ireland) who will examine the content of these papers in relation to their own experiences across Eastern and Western Europe. There will be ample time for audience interaction to debate and discuss potential solutions and interventions to assist young people to gain suitable employment and research into further development in this important area.

This 90 minute Scientist-Practitioner symposium includes three papers and two discussants who will engage the audience in debate and discussion examining young peoples' journey from education to work across Europe.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Fr-SYM-892-5

#### **Are evaluatively neutralized personality inventories less vulnerable to social desirability in an applicant selection context?**

M. Bäckström <sup>1,\*</sup>

<sup>1</sup>Lund University, Lund, Sweden

**Main Abstract Content: State of the Art.** Self-ratings of personality tend to mix content and evaluation, with the result that the measurement of personality traits is not as pure as one would like. The evaluative aspect, also called the evaluative factor, is akin to social desirability and self-enhancement. The evaluative factor is of concern in recruitment situations, a context which tends to activate people's motivation to describe themselves in a positive way. Applicants are, to a varying degree, interested in making a good impression on the employer, in order to increase their chances of getting the job.

**New Perspectives/Contributions.** The presentation introduces some preliminary results from studies that investigate whether neutral items are resistant to the tendency to rate in the social desirable direction also in recruitment situations. In addition, we present results from recent studies of the evaluative factor (comparing self- and peer-ratings, and relating self-ratings to performance), some of which suggest that it may include personality content too.

**Research/Practical Implications.** This study is relevant for work and organizational psychology, not least since different jobs are associated with different norms, and different ideas regarding what an ideal candidate should be like. Such ideas can direct applicants to rate in a more social desirable direction.

**Originality/Value.** Previous studies have shown that when self-assessment is made on items that are neutral, i.e., cannot easily be linked to what is considered normatively positive in society, the influence of evaluation is significantly lowered. However, these studies have not been conducted in recruitment situations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Validity of tests***

Fr-SYM-892-6

**Social desirability in personality measures is a substantive factor influencing job performance**

D. van der Linden <sup>1,\*</sup>

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**Main Abstract Content: State of the art:** A reoccurring concern in the use of personality measures for selection purposes is the possible distortion by social desirability. For example, in personality surveys, a social desirability component is present explaining somewhere between 20 to 60% of the variance in the underlying traits. Two key questions that relate to this are 1) what causes this social desirable component in personality measures (e.g., is it substance or artefact), and 2) whether it compromises the criterion-related validity of personality tests for job performance.

**New perspective/contributions:** Empirical data from various studies will be presented that addresses those two questions. The studies presented often have adopted multimethod approaches, using mixed of self and other-rated measures and sometimes also include objective measures. The perspective that will be presented is that the social desirability component in personality measures may be partly bias, but mainly reflects a substantive factor.

**Research/Practical Implications:** The data presented support the notions that 1) the social desirable component significantly relates to job performance, 2) that it overlaps with measures of social effectiveness, and 3) that controlling for this component will reduce the criterion-related validity of specific personality dimensions such as the Big Five. This insight is important for the use of personality measures in selection context.

**Originality/Value.** A relatively novel interpretation is presented suggesting that the social desirability component in personality measures mainly reflects social effectiveness and can even be considered as a relevant general factor of personality that has potential use for selection purposes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Fr-SYM-892-4

## **Factorial stability and the emergence of a general factor in personality tests: the influence of test-taking context and instrument type**

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**Main Abstract Content: Purpose.** It has been proposed that social desirable responding (SDR) may negatively affect the factor structure of personality tests and may possibly also be the reason for the relatively large share of common variance among personality traits. In this study, we test these two propositions by investigating the influence of the motivational context and opportunity to distort responses on the psychometric properties of a personality test.

**Design/Methodology.** Data ( $N = 9236$ ) from a natural experiment were used in which people completed either the Likert or Forced-Choice (FC) version of a personality test across real selection and development contexts, resulting in a 2x2 (Context X Instrument version) between-subject design.

**Results.** The factor structures of the personality tests were highly similar between the four cells. In addition, the general factors (i.e. common variance) in terms of their size and nature were highly comparable.

**Limitations.** With a between-subject design, individual differences in SDR could not be accounted for.

**Research/Practical Implications.** Although SDR affects the mean scores on personality items it does not appear to affect the factor structure. This study further suggests that the common variance in personality tests may be more substantive than artefact. This is in line with recent theories suggesting that a general factor is present in personality with possible relevance for selection purposes.

**Originality/Value.** While other studies have compared factor structures across either contexts or instrument type, this is the first to combine them, using an innovative IRT model (Brown & Maydeu-Olivares, 2011) to derive normative data from FC questionnaires.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Fr-SYM-892-3

## **Having a Competitive Organizational Culture Induces Applicants to Fake**

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**Main Abstract Content: Purpose.** Past research has delineated the various conditions and processes that impact the extent to which job applicants fake. Two recent models have introduced various facets of competition as potential antecedents of applicants' faking (e.g., Bangerter et al., 2012; Roulin et al., 2016). In line with this perspective, Roulin and Krings (in press) showed that applicant faking is strongly associated with their Competitive Worldviews (CWs - i.e., perceptions that the world as a competitive jungle characterized by a ruthless, amoral struggle for resources). The present research examines the impact of a competitive organizational culture, together with applicants' CWs, as predictors of faking intentions.

**Design/Methodology.** Respondents were 251 U.S. residents ( $M_{age}=34.95$ , 60% female, 51% employed) recruited on Crowdfunder, and who passed attention check measures. They read a scenario including information about the experimentally-manipulated hiring company's culture (valuing vs. not valuing competition), and completed measures of willingness to fake in an interview and CWs.

**Result.** Both CWs and the competitive organizational culture were positively and significantly associated with faking intentions, explaining an additional 19% and 7% of variance respectively, above and beyond demographic variables. However, the interaction between CWs and competitive organizational culture was not significant.

**Limitations.** Results are based on faking intentions only.

**Research/Practical Implications.** Interviewing for an organization with a strongly competitive culture is likely to trigger more faking in all applicants, independently of their general attitudes toward competition.

**Originality/Value.** This study is the first to examine how an organization's culture may influence applicants' faking behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None



## **Employee Selection**

### **Validity of tests**

Fr-SYM-892-2

## **A Comparison of Impression Management Indices in a Sample of Repeat Applicants to Firefighter Positions**

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<sup>1</sup>The University of Western Australia, Crawley, Australia, <sup>2</sup>VU University, Amsterdam, Netherlands

**Main Abstract Content: Purpose:** In this study, we examined changes in impression management indices among a sample of Firefighter applicants who were previously rejected and re-applied. Specifically, we tested the general hypothesis that applicants who are previously rejected for the job would show more impression management.

**Design/Methodology:** The study sample was 129 applicants who applied for the Firefighter position in Western Australia in 2015 and, after being rejected, reapplied in 2016. Applicants completed the HEXACO-PI-R, the Stöber Social Desirability Scale-17 (SDS-17), and an overclaiming questionnaire (i.e., bogus item scale) that was tailored to the Firefighter context. We calculated four indicators of impression management: Blatant extreme responding, first extracted EFA factor, SDS-17 scores, and overclaiming.

**Results:** Correlations of all indicators of impression management ranged from .49 (overclaiming) to .73 (SDS-17). Repeat applicants engaged in significantly more overclaiming (i.e. claiming to be knowledgeable of bogus items) on their second attempt (Cohen's  $d = .48$ ). However, differences on all other indicators of impression management were non-significant.

**Limitations:** This study does not provide insight in the mechanics underlying impression management.

**Implications:** The results of this study suggest that repeat applicants do not engage in impression management at retesting above and beyond what they engaged in on their first attempt. However, they claim to be knowledgeable of bogus items on their second attempt.

**Originality/Value:** This is the first known repeated-measures study using overclaiming as an indicator of impression management in a high-stakes setting. Overclaiming appears to be the only impression management strategy that applicants significantly change after rejection.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Validity of tests***

Th-SYM-2533-1

**Understanding and predicting performance at work: Theoretical advances, co-validation and 'People Analytics'**

R. H. Kurz\*

**Main Abstract Content:** This symposium is designed to enhance professional understanding and prediction of performance.

The first paper applies the revolutionary Periodic Table of Personality to the performance space.

The second paper illustrates the validity of 26 PAPI personality scales and 14 Talent Indicator reviewer rating scales.

The third paper looks at the validity of underlying, every day and overextended persona measures against external performance ratings on the Great 8 competencies.

The fourth paper investigates the validity of Emotional intelligence Profile scales in two Sales samples.

The fifth paper explores the prediction of cumulative performance measures using mixed model regression analysis.

The sixth paper presents results of a review of Assessment Centre usage that lead to Best Practice Guidelines with specific reference to the recommendation to use algorithm based score integration.

The papers shine a light on performance, the 'black hole' of Work Psychology and elucidate better ways of predicting performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2533-2

## **Understanding Performance Behaviour and Criteria Using the Periodic Table of Personality**

S. A. Woods\*

### **Main Abstract Content: Purpose**

The purpose of this paper is to present an application of Woods and Anderson's (2016) Periodic Table of Personality in understanding the behavioural nature of performance criteria.

The literature on personality and job performance is substantially structured around the Big Five model. Measuring personality at this level of abstraction carries limitations on the depth of understanding that can be gleaned from results.

Addressing the need for a coherent cross-inventory framework for organizing personality trait structure, Woods and Anderson (2016) presented a Periodic Table of Personality, derived from organizing 273 personality inventory scales around the circumplex space of the Ab5C model. One potential advantage of this framework is that criteria can be aligned to the same circumplex space to produce insights into performance behaviours.

### **Design/Methodology**

The principles of mapping criteria to the periodic table structure are demonstrated based on innovative work behaviour and organizational citizenship performance (secondary analysis of published study results).

### **Results**

The personality trait structural foundations of these example performance criteria are specified.

### **Research and Practical Implications**

There are implications for defining performance criteria, testing validity, and selection of personality inventories for research and practice.

### **Limitations**

Limitations of this method stem from measurement of performance criteria (i.e. reliability and validity) and capture of non-Big Five personality space.

### **Originality / Value**

This application of the Periodic Table of Personality is completely new in the literature, and represents a substantial innovation in performance behaviour modelling.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2674-1

## **An IRT based approach to personality measurement: Some cross cultural examinations**

S. Dilchert\*, D. Ones <sup>1</sup>

<sup>1</sup>Department of Psychology, University of Minnesota, Minneapolis, United States

### **Main Abstract Content: State of the Art**

Personality measures have long been utilized in organizations for their operational validity in predicting employee performance. Many common measures utilize a classical test theory approach that relies on lengthy measures to yield facet-level scores. This symposium presents results from a multinational, multilingual academic-practitioner collaboration investigating the Korn Ferry Personality Inventory, a new commercial personality tool developed based on item response theory. From a relatively short measure, scores for 21 traits can be ascertained. This session will provide a glimpse into the potential for empirically-derived item-response theory-based personality inventories for prediction of valuable employee attitudes and behaviors across several cultural contexts, and it will also display an imitable model for large-scale, multinational academic-practitioner collaborations.

### **New Perspectives/Contributions**

This symposium contains four papers that display relationships of personality traits with a variety of important criteria (e.g., counterproductive work behaviors, conserving behaviors, career adaptability, and job engagement). The authors represent five affiliations, from both academia and consulting, and will present data from 3 countries. The primary focus is on the utility of this innovative new tool.

### **Research/Practical Implications**

By demonstrating relationships between an array of personality traits with various employee behaviors and attitudes, these papers contribute to the respective literatures of job engagement, counterproductivity, green behaviors, and adaptability. By empirically exhibiting the utility of this new tool in several cultural contexts and for accomplishing multiple objectives, practitioners concerned with managing these attitudes and behaviors can enhance their employment processes, either by integrating these predictor-criterion relationships or this useful new tool.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2533-7

## **Assessment Centre Standards - Raising validity through best practice including algorithm based integration**

N. Evans\*

### **Main Abstract Content:**

#### **Purpose**

The purpose of this paper is to present current practice and highlight suggested improvements when implementing Assessment Centres, with reference to BPS Standards. Practically ACs are plagued by many implementation issues that tend to limit their effectiveness, resulting in a significant 'drop' in their predictive validity as seen from the reviewed comparison of selection techniques (Schmidt & Hunter 1998; Robertson & Smith 2001).

#### **Design/Methodology**

A practical 'in the field' spotlight on what is actually happening in Assessment Centres is given on a collated case basis. AC processes were reviewed from over 200 volunteered feedback comments from AC provider companies, assessors and candidates based in the UK, to draw out key areas of practice to improve.

#### **Results**

Critical case observations were categorised to include a necessary focus toward:

Clear competency definitions, training assessors, professional role players and support staff, bespoke exercises, expert psychometric users, arithmetic scoring and algorithm decision making.

#### **Research and Practical Implications**

Within each case observation, the relevant point of the Standard is referenced to show how it helps specify to both providers and clients what is to be expected. Links are made to quality assurance in AC implementation for individuals and organisations with reference to EFPA Test User Qualifications and ISO 10667.

#### **Limitations**

Limitations of this method stem from using volunteered feedback protocols and drawing solely upon a UK sample.

#### **Originality / Value**

The study puts emphasis on what providers need to do with concrete examples and illustrations referenced directly to published Standards.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Employee Selection***

### ***Validity of tests***

Th-SYM-2674-3

## **An Examination of the Relationship Between Trait-Level Personality and Employee Conserving Behaviors in Germany**

A. Burmeister <sup>1,\*</sup>, J. Deller <sup>1</sup>

<sup>1</sup>Leuphana University, Lüneburg, Germany

### **Main Abstract Content: Purpose**

Environmentally friendly business practices have become a focus for many organizations, and the role of employees in reducing adverse environmental impact has been demonstrated (Ones & Dilchert, 2012). Conserving behaviors, such as recycling and reducing waste, are some of the most familiar and yet most crucial components of employee green behaviors. This study examines the relationship between personality and employees' conserving behaviors in a German context.

### **Design/Methodology**

We administered the Korn Ferry Personality Inventory and a measure of conserving behaviors (Wiernik, Dilchert, Ones, & Klein, 2016) to 430 German participants. Both measures were professionally translated and adapted to the German culture.

### **Results**

Conserving behaviors (reducing, reusing, and recycling) displayed modest relationships with several personality traits. However, conservation was largely unrelated to many personality constructs assessed in this investigation, and no personality traits demonstrated high operational validity for predicting conservation.

### **Limitations**

The effect sizes observed suggest that other variables may be largely driving the variance in this criterion in Germany. However, due to this study's focus on individual differences, we were unable to examine potentially powerful effects at the organizational level (e.g., norms).

### **Implications**

The small effects observed for the relationship between conserving behaviors and many of the most commonly assessed personality traits suggest that perhaps other correlates may be more useful for identifying employees who exhibit conserving behaviors and influencing others to conserve as well.

### **Originality/Value**

This study provides a first glimpse into the relationships between conserving behaviors and a wide array of personality traits in the German context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2674-4

## **Exploring the Relationship Between Trait-Level Personality and Career Adaptability**

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### **Main Abstract Content: Purpose**

Career adaptabilities, resources that aid employees in overcoming challenges and handling transitions on the job, have proven excellent indicators for career success and satisfaction (Zacher, 2014). As organizational boundaries become more flexible and tasks become less clearly delineated in modern organizations, employers seek to maintain a workforce of adaptable employees. In this study, we examine the relationship between personality and career adaptabilities in a Chinese sample.

### **Design/Methodology**

We administered the Korn Ferry Personality Inventory and the Career Adapt-Abilities Scale (Savickas & Porfeli, 2012) to 400 Chinese participants. Both measures were professionally translated and adapted for the Chinese culture using professional guidelines.

### **Results**

As anticipated, career adaptabilities exhibited notable relationships with a variety of personality traits. The most interesting patterns of relationships occurred between personality facets and the dimensions of adaptability.

### **Limitations**

These data were obtained with a cross-sectional design. Therefore, further research is necessary to examine the mechanisms underlying these relationships.

### **Implications**

Although still in its infancy, the emerging scholarly literature on career adaptability has demonstrated the desirability of this employee characteristic. The novelty of this construct and measures to assess it may impede immediate incorporation into applied settings, but an enhanced understanding of its relationships with personality will aid employers in identifying adaptable employees.

### **Originality/Value**

This study examines the relationship between a variety of personality traits at multiple bandwidths and career adaptabilities in the Chinese context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2674-5

## **Examining Relationships Between the Korn Ferry Personality Inventory and Job Engagement across Countries**

H. Wendt <sup>1,\*</sup>, M. Goff <sup>2</sup>, J. Jones <sup>2</sup>, S. Hezlett <sup>2</sup>

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### **Main Abstract Content: Purpose**

Hiring and retaining engaged employees is a core objective for all organizations. Investigations into engagement have primarily focused on affective variables and stressors to guide organizational interventions. Recently, scholars have begun to explore the effects of personality. In this study, we further examine the relationships of personality traits with two components of employee engagement: work engagement and organizational commitment. We investigate linear and curvilinear relationships, as well as the moderating role played by job characteristics. By identifying relevant personality traits, employers can prioritize employee engagement objectives before job redesign and performance management interventions become necessary.

### **Design/Methodology**

We administered the Korn Ferry Personality Inventory, along with engagement, job characteristic, and demographic measures to employees in the US ( $N=579$ ), Germany ( $N=475$ ), and China ( $N=285$ ). These inventories were professionally designed, translated, and adapted for each culture following recommended protocols.

### **Results**

Both work engagement and organizational commitment demonstrated moderately strong positive, linear relationships with several traits. Personality constructs relating to industriousness and ambition (e.g., persistence, assertiveness, need for achievement) most strongly related to work engagement, while organizational commitment most strongly related to meta-trait plasticity (e.g., influence, curiosity, credibility).

### **Research/Practical Implications**

Scholars and practitioners should more strongly consider the influence of personality on employee engagement, incorporating both person-based and context-based influences in future theoretical and practical developments.

### **Originality/Value**

These findings illustrate important relationships between several personality traits and employee engagement. They extend understanding of curvilinear and moderating relationships between personality and organization outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2674-2

## **Investigating Relationships Between Trait-Level Personality and Dimension- and Facet-Level Work Counterproductivity**

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### **Main Abstract Content: Purpose**

Counterproductive work behaviors (CWB) harm organizations through decreased firm performance, productivity, and employee well-being and have therefore garnered substantial scholarly attention. In this study, we examined the potential for gains in operational validity from matching predictor (i.e., personality) and criterion (i.e., CWB) bandwidth. We also explored the relationship of personality traits with CWB at various levels, including at the dimension level (e.g., interpersonal and organizationally targeted CWB, or CWB-I and CWB-O, respectively) and at the narrower facet level (e.g., harassment, impoliteness, withdrawal).

### **Design/Methodology**

We administered the Korn Ferry Personality Inventory and an aggregate of counterproductivity measures via survey ( $N = 628$ ). This aggregate approach allowed us to examine CWB at several levels by creating homogeneous item clusters.

### **Results**

Counterproductive work behaviors related moderately to several of the traits examined, most notably credibility and need for achievement. Also aligning with prior evidence, these traits exhibited stronger relationships with CWB-O than CWB-I. Several other traits also related differently with various forms of CWB. For example, although assertiveness was unrelated to CWB-I, it negatively related to CWB-O.

### **Limitations**

The cross-sectional and single source, self-report nature of this data collection limit our ability to infer causality and introduce the potential for common method variance.

### **Implications**

These findings will guide scholars and practitioners in selecting specific personality predictors that exhibit optimal operational validity for the form of CWB of particular interest.

### **Originality/Value**

This study is the first to examine the relationships between personality and CWB at several levels using the Korn Ferry Personality Inventory.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2533-6

## **Predicting Future Consistent Performance from Personality Facets**

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<sup>1</sup>Research & Development, HUCAMA, Copenhagen, Denmark

### **Main Abstract Content:**

#### **Purpose**

Quantifying performance is complex as specific performance goals vary widely between and within organizations in response to specific demands. Yet quantifying cumulative effects over the life cycle of an employment is even more complex as performance changes over time for a variety of reasons.

#### **Design/Methodology**

In two studies (N=202 and N=196) predictor data on a 24 facet measure of the Big 5 personality factors were gathered alongside monthly performance criterion scores for up to 16 months comprising Average handling time (AHT), Item Resolution (IR), Additional sales (HIT) and Customer satisfaction (CSAT). Performance measures of **consistent performance** and **cumulative consistent performance** were calculated and analysed using Mixed Model regression (Guarini & Sandø, 2016).

#### **Results**

The study showed that analysing single time point performance in isolation often revealed no significant differences. Differences only came to light when cumulative performance was considered. The longitudinal analyses showed high discriminatory power for fit scores (most p-values  $p < 0.01$ ) whereas explained variance  $R^2$  (Xu, 2003) was moderate ( $0.15 < R^2 < 0.70$ ). A new set of personality capability scores was developed that exhibited a discriminatory power equal to or better than existing competency scores.

#### **Limitations**

Cross-validation of algorithms will be required to safeguard against chance effects.

#### **Research/Practical Implications**

The study illustrates how mixed models can be used to predict time dependent performance, and the added value of deploying empirically derived composite predictors based on the most valid of 24 personality facets.

#### **Originality/Value**

The approach outline delivers People Analytics in the real world maximising validity across multiple criteria and time points.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2533-3

## **Talent Indicator, Predictor & Appraisal: Developing Algorithms for Success**

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<sup>1</sup>Country Manager, Cubiks, Utrecht, Netherlands, <sup>2</sup>Research & Development, Cubiks, Guildford, United Kingdom

### **Main Abstract Content:**

#### **Purpose**

People Analytics try to analyse and link predictor and criterion data. The paper outlines relationships between these variables and practical applications.

#### **Design/Methodology**

In a senior management sample (N=247) participants completed PAPI 3 and the Talent Indicator effectiveness questionnaire that was also completed by self-nominated reviewers. Appraisal data for three years was averaged and entered into a joint factor analysis with the reviewer total to obtain an overall performance variable.

#### **Results**

The correlation between Performance Appraisal and Reviewer Rating Total was only .134 just about reaching statistical significance.

Leader role (.238), Optimism (.224), Need to be upwardly supportive (.222), Inspirational motivator (.198), Need to achieve (.181), Resilience (.157), Persistence (.137) and Work focus (.126) reached statistical significance.

With regards to reviewer ratings the strongest correlates of the overall performance variable were Learning agility (.665), Impact on business (.641) and Proactive drive (.636) with the lowest correlation observed for Integrity (.353).

For self-ratings the strongest correlates of the overall performance factor were Proactive drive (.212), Tolerance of ambiguity (.194), Networking (.190) and Influencing (.180).

#### **Limitations**

The study is limited to high level roles in one company so cannot be widely generalised.

#### **Research/Practical Implications**

The study illustrates that personality self-report variables and reviewer ratings can predict overall performance and that Integrity is not a major success differentiator. The research is used to develop a Talent Predictor counterpart to the Talent Indicator tool.

#### **Originality/Value**

This co-validation approach is based on a matched sample allowing meaningful analysis of correlations against multiple criteria.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2533-5

## **The relationships between Emotional Intelligence and performance in two different sales roles**

J. Maddocks\*

### **Main Abstract Content:**

#### **Purpose**

Evidence for the relationship between Emotional Intelligence (EI) and sales performance varies widely. One reason for this may be that different sales roles require different attributes. This paper examines the relationship between Emotional Intelligence (as measured by the Emotional Intelligence Profile) and sales performance (as measured by line manager ratings and sales targets) in two distinctly different sales roles.

#### **Design/Methodology**

The samples consisted of 254 individuals in 'Transactional' (recruitment) sales roles (i.e. low 'touch', higher volume, lower yield, features based Selling) and 79 individuals in 'Enterprise' (telecoms) sales roles (i.e. high 'touch', lower volume, higher yield, client account relationship management). It was hypothesised that Transactional and Enterprise sales roles would show differential pattern of correlations with EI attributes.

#### **Results**

The results showed significant correlations between Emotional Intelligence (EI) and performance for both sales roles, (Transactional;  $r = 0.24$   $p < 0.01$  and Enterprise;  $r = 0.37$   $p < 0.01$ ) which supported the hypothesis that Transactional sales correlates more with *Intra* personal EI scales and Enterprise sales correlates more with *Inter*personal EI scales.

#### **Research/Practical Implications**

The implications of this research are that different sales roles require different EI attributes.

#### **Limitations**

Bigger sample sizes are needed in order to generalise EI attributes to sales people per se. Additional analysis on EIP data also shows there to be significant differences in EI between sales and other job sectors.

#### **Originality/Value**

The research is original in organising sales performance into Transactional and Enterprise in two separate samples and linking with Emotional Intelligence attributes as measured by the EIP.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Th-SYM-2533-4

## **Co-validation of Lumina Spark Underlying, Everyday and Over-extended personality traits with the Great Eight competencies**

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### **Main Abstract Content:**

#### **Purpose**

This paper investigates to what extent Underlying, Everyday and Over-extended persona sub-scales of Lumina Spark qualities show a differential validity pattern against Great Eight external measures of performance.

#### **Design/Methodology**

168 professionals completed the Lumina Spark personality model and were rated on 8 items representing the Great Eight model of performance (Kurz & Bartram, 2002).

More positive than negative correlations were expected for Underlying and Everyday traits whereas more negative than positive correlations were expected for Overextended traits.

Validity coefficients were calculated for 24 traits at the Underlying, Everyday and Over-extended levels, with 2 items per scale.

#### **Results**

Underlying traits had 13 out of 24 significant positive correlations with a great eight competency, and 6 negative correlations. Everyday traits had the most number of significant positive correlations, with 15 out of 24 positive correlations with a great eight competency, and 8 negative correlations. Overextended traits had the least number of significant positive correlations, with 7 out of 24 positive correlations with a great eight competency, and 15 negative correlations.

#### **Limitations**

Single item measures of the Great 8 were used and no Total score was calculated.

#### **Research/Practical Implications**

The study shows that over-extended persona scales that fit into the 'bright side' personality construct space have a distinctive validity pattern which may predict derailment.

#### **Originality/Value**

The research is original in the measurement of the three personas integrating trait, behavior and derailment measurement in a coherent model.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

Fr-SYM-892-1

#### **Social Desirability in the Selection Context: Substance or Artefact?**

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<sup>1</sup>Erasmus University Rotterdam / Ixly, <sup>2</sup>Erasmus University Rotterdam, Rotterdam, Netherlands

**Main Abstract Content: State of the art:** The question whether self-reports of personality measures are distorted by social desirability has been addressed for several decades by researchers as well as by practitioners interested in knowing their candidate's personality during selection. This symposium presents a collection of papers addressing this question and describing new empirical data and novel insights on how to interpret the social desirability component in personality measures.

**New perspectives/Contributions.** Different points of view on the social desirability component will be presented in this symposium. It will be shown 1) what conditions influence the level of social desirability in personality measures, 2) what its effects are on the validity of personality measures in a selection context, and 3) how to interpret this social desirability component. The presentations of Roulin and Dunlop focus on factors influencing the level of social desirability. Specifically, they examine the effects of organizational culture and application experience, respectively. Research by Pelt indicates that the level of social desirability remains relatively stable over selection and development contexts and is independent of measurement method (Likert vs Forced-Choice). Bäckström reports quasi-experimental studies on the effects of item content on social desirability and concludes that social desirability reflects partly bias and partly genuine personality differences. Finally, Van der Linden presents several empirical findings supporting the notion that the social desirability component can be considered a relevant factor in personality.

**Research/Practical Implications.** The presentations in this symposium contribute to fundamental and practical knowledge about social desirability in personality measures. This knowledge is essential for companies who wish to use personality measures in their selection procedure.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Now that we are all here – The effect of task- and relationship-focused leadership behaviors on co-presence and performance in virtual teams**

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<sup>1</sup>BI Norwegian Business School, Oslo, Norway

**Main Abstract Content: Abstract**

• **Purpose**

Virtual teams (VT) struggle with ambiguity and uncertainty due to the lack of contextual and visual cues. Transformational leadership behaviors reduce ambiguity and uncertainty in VT and subsequently predict performance (Joshi, Lazarova & Liao, 2009). The question remains which factors underlie this relationship. We explore the extent to which relationship-focused leadership and task-focused behaviors may affect co-presence and subsequently performance in VT. We examine whether a combination of both behaviors is necessary.

• **Design/Methodology**

We conduct a two-stage field study using surveys distributed to both employees and their respective leaders working in VT. We use hierarchical linear modelling (HLM) to test our hypotheses.

• **Limitations**

The cross-sectional design limits causal inferences.

• **Research/Practical Implications**

This study provides insight into the role of leaders in VT by testing the differential effect of their behavior, task- versus relationship-focused, on team and individual performance. The results of the study draw implications on the factors underlying the leadership - performance relationship in VT, by studying the mediating effect of co-presence.

• **Originality/Value**

We hope to contribute to the leadership research in the context of VT, which is largely understudied. Our study provides support to the counter-argument that task-focused leadership can be positive. Such leadership behaviors may help members in VT to experience a higher degree of co-presence.

**References**

Joshi, A., Lazarova, M.B., & Liao, H. (2009). Getting everyone on board: The role of inspirational leadership in geographically dispersed teams. *Organization Science*, 20 (1), 240–252.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Homophily as moderator of the diversity effects on group performance.**

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**Main Abstract Content:**      - · **Purpose**

Management and psychology researchers have addressed effects of diversity on performance with mixed findings. Focusing on elaboration processes and on how social categorization processes affect information/decision making processes, we aimed at further extending the understanding of these effects in networked teams. We hypothesized that homophily-driven group communication structures are a moderator of the diversity effects on group performance.

- · **Design/Methodology**

We developed an experiment with 116 participants who took part in a ‘whodunit’ task while measuring diversity, homophily and performance. Considering limiting factors in human experiments, we developed an agent-based computational model (ABM) to further inspect how different homophily-driven interactions moderate diversity effect on performance.

- · **Results**

Results support our hypothesis. Experimental results suggest higher homophily levels are associated with lower performance. The model illustrates that the positive or negative impact of homophily on performance depends on the diversity level.

- · **Limitations**

It remains to be tested how results generalize under different conditions and with larger time frameworks. Additional work is needed to assess how group size can moderate the link between the variables.

- · **Research/Practical Implications**

Our work contributes to better understand the implications of diversity in teams, providing complementary perspectives on group structure design.

- · **Originality/Value**

To our knowledge, no study has tried to understand how group diversity through homophily affects performance, both from an experimental and computational perspective

**Disclosure of Interest:** None Declared

**Keywords:** None



***Technology, work-design and human-machine-systems***

***Virtuality***

Fr-SYM-2065-2

**Agent based simulation of complex innovation projects as a tool for action research**

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<sup>1</sup>HTW Dresden, Dresden, Germany

**Main Abstract Content:** *Purpose*

The contribution is about a method to use simulation for supporting complex innovation projects during the process. This method has been developed as a tool for action research in the context of a three year R&D-project. A marketplace for educational services in the car industry has been developed. It shall support SMEs to accelerate the process of knowledge acquisition for new production methods.

*Method*

The first step is building an agent-based model of the market place based on data from qualitative interviews with possible stakeholders (n=12). This model allows the identification of stakeholder's goals and resources and their changes during the project. The simulation of possible developments after important decisions or critical incidents is the next step. Complex decisions and strategies can be assessed this way. The procedure is described in detail.

*Results*

The additional value of simulation has been exemplarily proved for two core decisions of the project (a) the selection of a market place provider (b) the definition of rules for publishing prices.

*Limitations*

The method is suitable for the support of single socio-technical processes.

*Research/practical implications*

Integrating more and more models from change and innovation projects in a common database would allow the development of a general model of socio-technical change. A relational database for that purpose should be designed.

*Value*

The method helps to identify possible helping and hindering forces for a positive development of complex change and innovation projects. It supports decision making and planning in complex projects in a new way.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Well-being***

Fr-SYM-1033-6

**There are hundreds of processes and initiatives that seek to promote well-being in work. but the best approaches are holistic and interlinked.**

T. Marsh\* and EAWOP17-SYMPOSIUM-1033

### **Main Abstract Content: State of the Art**

There are hundreds of processes and initiatives that seek to promote wellbeing in work. Many are mere gimmicks but many are useful in the short term. This paper covers an interlinked model that shows how the 5 key aspects of wellbeing are inexorably inter-related and that they are best promoted through a holistic framework. This framework must be aimed at embedding long term success. This requires a systemic, practical and co-ordinated strategy as well as holistic approach.

### **New perspectives/contributions**

The talk will also cover the lessons learnt from the world of safety culture and safety leadership where practitioners, over the decades, have learnt the hard way that stand alone initiatives can flounder if the practicalities of human psychology aren't taken into account.

## **Practical/research implications**

This paper is based on 20 years of experience in the world of safety management and is illustrated with several case studies. A series of 50 one to one interviews were undertaken by the author/ The British Safety Council (the research partner) over a period of 6 months. These were with key SHE and HR individuals considered at the leading edge wellbeing promotion in the UK and Europe.

### **Originality/Value**

As well as a new, holistic framework, whilst researching the material several genuinely original specific methodologies were uncovered. These include the advertising agency utilizing several subconscious 'nudges'. For example, using an offer of cakes as well as apples so that the healthy option was selected not imposed and having this positive choice undertaken in front of a mirror to incorporate the well documented pro-social impact of 'watching yourself'. In another organization professional comedians were successfully employed to engage male workers in 'embarrassing' conversations about male health issues.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

Fr-SYM-2121-3

**Eldercare employees' job crafting: developing wellbeing and quality of care**

K. Westerberg<sup>1</sup>, M. Romeo<sup>2,\*</sup>, M. Nordin<sup>1</sup>, M. Yepes-Baldó<sup>2</sup>

<sup>1</sup>Umeå University, Department of Psychology, Umeå, Sweden, <sup>2</sup>University of Barcelona, Department of Psychology, Barcelona, Spain

**Main Abstract Content:** Purpose: To study the effects of job crafting activities of eldercare employees, on their perceived wellbeing and quality of care in two European countries, Spain and Sweden.

Methodology: The Job Crafting Questionnaire (JCQ) (Slemp & Vella-Brodrick, 2013), the General Health Questionnaire (Goldberg, 1972), and the Quality of Care questionnaire (Westerberg & Tafvelin, 2014) were administered to 530 employees. Correlations and hierarchical regression analyses were performed.

Results: Results confirm the effects of job crafting on quality of care ( $r = .291$ ,  $p < .01$ ,  $\beta = .261$ ,  $p < .01$ ) and employees' wellbeing ( $r = .201$ ,  $p < .01$ ,  $\beta = .171$ ,  $p < .01$ ). A positive linear relationship was found between job crafting and wellbeing in Spain and Sweden, and with quality of care in Spain. Contrary, in Sweden the relationship between job crafting and wellbeing was not linear. The managers' span of control in Swedish eldercare is rather large which in turn would imply that the staff has to work more independently and take on more responsibilities. In contrast, the span of control in Spain is smaller than in Sweden. In this sense, job crafting is presumably necessary and successful in the Swedish context, but perhaps other factors related to the span of control, such as high workload, much responsibility and many organizational changes level out the effect.

Practical implications/Value: Job crafting contributes significantly to employees' and residents' wellbeing. Management should promote job crafting in order to co-create meaningful and productive work, providing training opportunities to teach employees about job crafting.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-SYM-2121-4

**Is organizational change always bad? Consequences of organizational change for employee outcomes**

K. Westerberg <sup>1</sup>, M. Nordin <sup>1,\*</sup>, M. Romeo Delgado <sup>2</sup>, M. Yepes-Baldó <sup>2</sup>

<sup>1</sup>Umeå University, Department of Psychology, Umeå, Sweden, <sup>2</sup>University of Barcelona, Department of Psychology, Barcelona, Spain

**Main Abstract Content:** Purpose: The effect of organizational change on employee health and performance have been subject to a number of research studies. The results vary and both negative and positive effects have been found as well as no effect. The present study aims to investigate the effects of different types of organizational change on health and quality of care.

Methodology: In the present mixed method study a questionnaire was distributed to 530 employees in four Spanish and nine Swedish eldercare organizations, and the managers (13) were interviewed about what kind of changes, if any, the organization had undergone the last year.

Results: Swedish organizations had done restructuring changes, two had extended the staff and one had no changes. In Spain, one organization had worked with restructuring whereas the other three organizations had none or only minor changes. The employees that had been subject to organizational restructuring changes had lower health and rated lower quality of care. They were also thinking of leaving the organization to a higher degree.

Contribution: The results confirm earlier research in that restructuring affects well-being but also that it may have an effect of the quality of care. The conclusion is that when planning to do organizational changes the employee and client consequences should be included in the calculation of effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Fr-SYM-2121-2

**The eldercare organizational context and work environment among managers and employees in Sweden and Spain**

K. Westerberg <sup>1,\*</sup>, M. Nordin <sup>1</sup>, M. Romeo Delgado <sup>2</sup>, M. Yepes-Baldó <sup>2</sup>

<sup>1</sup>Umeå University, Department of Psychology, Umeå, Sweden, <sup>2</sup>University of Barcelona, Department of Psychology, Barcelona, Spain

**Main Abstract Content:** The symposium will present results from a longitudinal project aiming to investigate the relations between external demands, organizational change, organizational structures, commitment, job-crafting and work-place outcomes such as employee health and quality of care among eldercare leaders and employees in two European countries, Sweden and Spain. The first wave of data showed some unexpected results. The association between job crafting, managers' commitment and employees' health, turnover intent and perception quality of care showed different patterns in the two countries. The impact of contextual aspects such as organizational structure and organizational change are investigated and discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-SYM-2277-2

**The positive effects of new job demands: Resources, learning, and thriving at work**

C. Korunka\*

**Main Abstract Content: State of the art**

Globalization, increasing competition, and the increased use of ICT led to the emergence of new job demands for the employees in many areas of work. While work intensification has negative effects, intensified autonomy and learning demands as new challenge stressors may have also positive and negative effects on the employees. Based on large empirical data sets (longitudinal studies and diary studies), the contributions in this symposium focus on the potential positive effects of new job demands, like learning and thriving at work as well as on the resources which maintain and enhance such positive effects.

**New perspectives/contributions**

Based on a large longitudinal study, the first contribution (Korunka) will introduce new job demands and their potential as hindrance and challenge stressors, in addition to conventional stressors. The next two presentations (Niessen, Prem) will focus on the conditions for the development of thriving at work. Both, transformational leadership and learning demands were found to increase thriving at work. Next the moderating role of positive affect as an individual resource for potential positive outcomes will be discussed (Kerman). The final presentation (Glaser) will focus on time-lagged relationships between learning resources and self-actualization of work.

**Research/practical implications**

Research needs to focus on the development of new demands in a rapidly changing world of work (Examples: Boundaryless work, new office work, crowd work, etc.). Many of these demands may result in both, positive and negative effects. Certain resources and conditions for the development of positive effects need to be analyzed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-SYM-1210-4

**The mediating role of work engagement on the relationship between mindfulness and innovative work behaviour**

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<sup>1</sup>ISCTE-IUL Instituto Universitário de Lisboa, Lisboa, Portugal, <sup>2</sup>Psychology, Université de Sherbrooke, Sherbrooke, Canada, <sup>3</sup>Psychology, Università Europea di Roma, Roma, Italy

**Main Abstract Content: Purpose**

Research has recently started to elucidate the benefits of mindfulness to important work-related outcomes. Surprisingly, the link between mindfulness and employee innovativeness has been disregarded. The present study attempts to fill this void by identifying work engagement as a mediating mechanisms that is responsible for transmitting mindfulness' positive effects on employee innovative work behaviour (IWB). Building on the conservation of resources theory, we propose that mindfulness, by promoting self-concordant choices and a reappraisal of work-related experiences as pleasurable or meaningful, would increase the likelihood of conserving valued resources and, consequently, being more engaged at work. Improved engagement, in turn, is expected to provide the energizing potential that instigates and sustains innovative efforts. Moreover, since mindfulness, work engagement and IWB represent changeable intra-individual construct, we also predict that increases in mindfulness lead to increases in work engagement and, indirectly, IWB.

**Methodology**

Three studies were conducted to test our hypotheses: a cross-sectional research on 177 employees from an Italian firm; a time-lagged study on 199 employees from various Canadian firms; and a diary study on 112 employees from the public and private sector in Portugal.

**Results**

Results supported our hypotheses.

**Limitations**

The self-report nature of our studies raises issues of common method variance.

**Research/Practical implications**

This research sheds light on the motivational processes linking mindfulness with IWB, and offers new insights into how employee can keep cultivate their innovative capacity at work.

**Originality/Value**

This is the first study to examine work engagement as a mechanism driving the static and dynamic effects of mindfulness on IWB.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Fr-SYM-1210-5

**Mindfulness and Well-being at Work: the Mediating Roles of Experiential Avoidance and Empathy**

J. M. Leon-Perez <sup>1,\*</sup>, R. Vazquez-Morejon <sup>1</sup>

<sup>1</sup>Social Psychology, Universidad de Sevilla, Sevilla, Spain

**Main Abstract Content: Purpose:** Although mindfulness has been linked to core workplace outcomes, there is a lack of studies examining the mechanisms of such association (Good et al., 2016). In response, this study explores the mediating role of experiential avoidance and empathy on the mindfulness-employee well-being association. Experiential avoidance or a persistent unwillingness to experience uncomfortable thoughts and feelings may provide short-term relief but has been linked to a wide range of psychological disorders at long-run (Hayes et al., 1996; 1999). In contrast, empathy or being able to take the perspective of others and view a situation from another's point-of-view facilitates prosocial behaviors and interpersonal relationships (Parker & Axtell, 2001). Thus, we propose that mindful individuals are able to gain accurate understanding of both their own emotions, including negative internal experiences, and their environment, including others' perspective, which leads to experience less anxiety and depression as well as to be more satisfied with interpersonal relationships.

**Design:** Cross-sectional: T1 of an ongoing two-wave online survey study (N = 106).

**Results:** Regression analyses using the macro "process" for SPSS (model 4: Hayes, 2013) revealed a mediation effect of experiential avoidance and empathy on the mindfulness-employee well-being association.

**Limitations:** Cross-sectional data with self-reports measures raise concerns about common method variance biases and the difficulty to infer causality.

**Practical Implications:** Results suggest the convenience of implementing mindfulness-based training to foster employee well-being and interpersonal relationships, which may improve team work and performance.

**Originality:** This study explores psychological mechanisms that can help understand the mindfulness-employee well-being relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Well-being*

Fr-SYM-2277-5

**An experimental study of the JD-C model: The moderating role of positive affect**

K. Kerman\*

**Main Abstract Content: An experimental study of the JD-C model: The moderating role of positive affect**

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**Purpose**

The purpose of the study was to test the moderating role of positive and negative affect in the relationship between experimentally manipulated control or workload and physiological stress response as well as self-rated stress.

**Design/Methodology**

A 2x2 factorial design was used to manipulate work control and workload, resulting in 4 experimental groups, reflecting the job control-demand model (Karasek, 1979). Self-rated stress and heart rate variability were measured as outcome variables and positive and negative affect were measured as potential moderators.

**Results**

Moderation analysis results indicate positive affectivity as a significant moderator of the effects of workload on self-rated stress. Surprisingly, positive affect was not a significant moderator of the relationship between workload or work control and physiological stress response (measured with HRV indicators). Models that included work control as a predictor as well as negative affect as a moderator were not significant.

**Limitations**

Significant differences between experimental groups (based on physiological stress response and self-rated stress) were not found, which may be due to small sample size ( $N=79$ ).

**Research/Practical Implications**

Results indicate that trait positive affect buffers the perception of stress under high levels of workload. This emphasizes the importance of maintaining and fostering employees' vitality and positive affect to help them cope better with high levels of workload.

**Originality/Value**

The moderating role of positive and negative affect within the JD-C model was tested for the first time, using experimental data and a physiological measure of stress response.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

Fr-SYM-1983-5

**Servant leadership and Employees' well-being: Examining autonomous motivation as a mediator**

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**Main Abstract Content: Purpose**

Servant leadership, which characterizes leaders who put the needs of others above their own, has been shown to be related to individual and organizational outcomes, but little research has examined whether servant leadership enhances employee well-being. Work engagement, described as an energetic state of fulfilling personal involvement, and vitality, conceptualized as positive feelings of aliveness and energy, are common indicators of employee well-being. Autonomous motivation, which results from a high level of self-regulation, has been found to be positively related to various forms of employee well-being. This research examines whether servant leaders contribute to employee well-being by enhancing engagement and vitality, and reducing emotional exhaustion. Furthermore, we examine autonomous motivation as a mediating mechanism.

**Design/Methodology**

Data were obtained from employees in China (N = 233) in two waves with a two-week time lag, with servant leadership measured at Time 1, and motivation and well-being variables measured at Time 2. SEM modeling analyses were used to test our hypotheses.

**Results**

Analyses suggest servant leadership behaviors are positively related to vitality ( $b = .43, p \leq .001$ ) and work engagement ( $b = .39, p \leq .001$ ), and negatively related to emotional exhaustion ( $b = -.20, p \leq .05$ ). Autonomous motivation mediated these relationships.

**Limitations**

This study's time-lagged design prevents us from drawing firm conclusions regarding causality.

**Implications**

Our findings highlight the importance of servant leadership behaviors in terms of fostering employees' well-being, and suggest autonomous motivation is a key mediating process.

**Originality/Value**

This research has implications for leader selection and training in diverse cultural contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-SYM-1327-6

**Job Crafting in the light of Organizational Processes**

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**Main Abstract Content: - Purpose**

Despite the growth in research attention for job crafting over the last years, little is known about its effect in specific organizational settings. In this study we investigate the effects of job crafting on work engagement and performance in the context of organizational processes and hypothesize that its effect is stronger when organizational processes are not well structured.

**- Design/Methodology**

Hypotheses were tested in two samples of employee-supervisor dyads where supervisors rated the task performance and creativity of their employee and the employees provided information of their own job crafting, work engagement and organizational process structuring (OPS). Sample one was heterogeneous (N=209), sample two consisted of purchasing professionals and their supervisors only (N=69).

**- Results**

For both samples the interaction between OPS and the job crafting dimension of seeking resources was significant in predicting work engagement which was subsequently related to creativity and task performance. The interaction between OPS and reducing demands was only significant in the heterogeneous sample and the interaction of OPS with seeking challenges was significant for certain dimensions of OPS across samples.

**- Limitations**

Because of the cross-sectional nature of the data no conclusions about causality can be drawn.

**- Research/Practical Implications**

Results show that seeking resources and seeking challenge can compensate for badly structured organizational processes whereas reducing has a negative effect on work engagement only when processes are badly structured.

**- Originality/Value**

This study is one of the first to look at the interaction between top-down macro level organizational design (organizational processes) and micro level bottom-up job design (job crafting).

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-SYM-1033-5

**Turning Evidence Into Practice: Multidisciplinary Engagement With Multiple Stakeholders**

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**Main Abstract Content:** *State of the Art*

Gross Domestic Product (GDP) has been used by policy makers to judge the progress of nations. However, politicians such as Sarkozy (France), Cameron (UK) and prominent economists (Stiglitz, Layard) have recently opined that well-being may be a better indicator of national progress than GDP. Given the centrality of work (or lack of it) to adult well-being, work and organisational psychologists are well placed to inform national and international policies through evidence based arguments.

*New perspectives/contributions*

We present an overview of current research involving systematic reviews and analyses of nationally representative databases that seeks to provide evidence on the best ways of improving well-being in the adult population through interventions in the workplace and with the unemployed. For the research to be relevant to democratically elected policy makers and other groups in society, research questions were derived from a broad consultations with relevant stakeholder groups (e.g. employer groups, trades unions).

*Practical/research implications*

We discuss the implications for practice and research of producing evidence-based guidance for multiple stakeholder groups across the 'well-being' ecosystem, including engaging in multidisciplinary research and evaluations of the cost-effectiveness of different interventions. The guidance must meet the needs of divergent groups operating at different levels of analysis (policy makers, HRM managers), and involves extensive dialogue with these stakeholders.

*Originality/Value*

The work relates to an approach to providing actionable evidence that is not driven by the needs of a single stakeholder group but rather reflects the diverse views of different stakeholder groups.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

Fr-SYM-1033-4

**Men Experience Reduced Mental Health Differently Than Women**

S. De Mascia\* and EAWOP17-SYMPOSIUM-1033

**Main Abstract Content: State of the Art**

There has been lots of research into the mental health of women and for decades, there has been a widely held view that women experience higher levels of mental illness than men. Emerging research, however, suggests that men may experience similar levels of mental illness to women but that the way in which they experience mental ill health may be different from women.

**New perspectives/contributions**

Unfortunately, these models, which focus on recognising the symptoms of stress and mental illness and then encouraging talking therapies are less helpful for men. Men experience different symptoms than women and respond to those symptoms in different ways. The 'Gold standard' of manhood, prevalent throughout most of Europe, prevents the average man from engaging in 'Talking Therapies', unless they are 'give permission' to do so. In this talk, we will look at the differential experiences of men and what organisations can do to ensure that their organisational wellbeing strategies are more man-friendly.

## **Practical/research implications**

This has some real implications for organisations because the well-being models that we typically see in modern day organisations are based on women's experience of mental health, which is where the bulk of the research is based.

**Originality/Value**

This talk is based on research around the experiences of men and women with regard to mental health and practical experience of helping organisations improve wellbeing. The talk will be interactive and will focus on a practitioner perspective, in looking at how these differences can be recognised and accommodated within workplaces.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Fr-SYM-1033-3

**Case Study on the Future of Wellbeing - Carole Watling**

C. Watling\*

**Main Abstract Content: The State of the Art** -Dentons is the world's first polycentric global law firm with offices in more than 125 locations serving 50-plus countries. It is now the world's largest law firm. In the UK we have three offices in the City of London, Milton Keynes and Watford. Anecdotaly we have become aware that mental health is a growing concern for the legal profession.

**New perspectives** - In the "Lawyer 2B's Stress in Law Survey" in 2014, just over one in ten respondents (11 per cent) typically worked more than 66 hours a week. Unsurprisingly respondents rated themselves more stressed the longer their working hours. The problem has recently been recognised by the profession because a taskforce of fifteen organisations from the legal world was specifically created to promote mental health.

**Practical Implications** -Over the past decade we at Dentons have organised a series of structured health and wellbeing programmes which have tended to take a holistic approach to health and wellbeing. But for our latest campaign we have decided to focus on mental health.

**Originality/Value** - With training and support we are working to normalise mental health in the workplace, so those suffering from mental health issues can use all their energy recovering. We are tackling the stigma surrounding mental health in a practical way and I want to tell you about our journey.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-SYM-1033-2

**The wellbeing of an older workforce: What do we know?**

S. Johnson\*

**Main Abstract Content: State of the Art**

The population of the UK aged over 65 will continue to rise and we will see increasing proportions of older workers. Health expectancies continue to improve with between 12 to 14 years good health expected at age 65. In light of this individuals are being encouraged to work to older ages, as evidenced by pension and retirement eligibility changes aimed at retaining older individuals in work.

**New Perspectives/Contributions**

A review of the literature considered the ageing workforce and how organisations are accommodating this. The full report is available online at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/461437/gs-15-25-future-ageing-work-environments-er18.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/461437/gs-15-25-future-ageing-work-environments-er18.pdf).

**Research/Practical Implications**

The messages arising from the review, and from more recent research evidence, can inform organisational practice. In particular, organisations should seek to increase employee awareness about the need to work to an older age and should strive to value their older workers. Organisations should ensure age discrimination legislation is enforced, avoid negative attitudes and discrimination due to stereotyping, and understand and raise awareness of the benefits older workers can bring to the workplace. Practical steps may include encouraging continual skill development for all age groups and facilitating knowledge transfer between employees.

**Originality/Value**

There are increased opportunities for extended working life as a result of the abolishment of the default retirement age. This needs to be carefully managed though given the existence of stereotypes and negative older worker attitudes which continue to negatively impact older workers in the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Sa-SYM-1944-2

**More than removing a thorn in the flesh? A differential investigation of the organizational predictors of psychological well-being and burnout at work**

V. Dagenais-Desmarais\*, M.-H. Gilbert, Y. Provost Savard

**Main Abstract Content: Purpose** – Psychosocial risks and protective factors are known to be associated with poor psychological health, but the determinants of positive psychological health at work were far less explored. This study aims to identify the best organizational predictors of well-being and burnout at work.

**Design/Methodology** - In a first transversal study, 373 Canadian workers completed self-reported questionnaires measuring positive (well-being at work) and negative (burnout) psychological health at work, as well as organizational determinants measures. A second prospective study was also conducted among 612 workers from various work sectors, who completed the same organizational variables measures at Time 1 (T1), and the well-being and burnout questionnaires six months later (T2).

**Results** – The results of regression analyses show that organizational predictors of well-being and burnout at work are distinct, with only organizational support predicting moderately both, when measured concomitantly (Study 1). In both studies, worker's well-being is explained by organizational support and decision latitude, while burnout is rather predicted by psychological demands.

**Limitations** – This study did not consider individual determinants, or their interactions with organizational factors, in the prediction of psychological health at work. Also, other measures of psychological health should be considered to replicate findings.

**Implications** –These findings suggest that interventions aiming to promote well-being or reduce burnout at work should mostly be targeted toward different organizational variables.

**Originality/Value** – This study highlights the differential pattern by which organizational variables lead to the two facets of psychological health at work.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Well-being***

Fr-SYM-1971-5

**Does the modern office provide a toxic experience for Introverts?**

R. Thompson, J. Hackston\* and EAWOP17-SYMPOSIUM-1621

**Main Abstract Content: Purpose**

Though technology can now facilitate home working, many people are still office workers, open-plan offices are the norm, and desk-sharing is increasing. These changes may favour Extraverts over Introverts, but negative impacts could be ameliorated by adjustments such as changes in office layouts and allowing employees to personalise their workspace. This study investigated personality differences in attitudes to the office environment in order to develop practical guidelines for individuals and organisations.

**Design/Methodology**

Data was collected via an online survey from 311 participants who already knew their personality type, having previously completed the MBTI® assessment. The questions covered actual and ideal work environment, job satisfaction, workspace personalisation, and attitudes to aspects of the work environment. A number of personality differences were hypothesised, especially between Extraverts and Introverts.

**Results**

There were clear and statistically significant differences between Extraverts and Introverts, and between other MBTI personality type preferences, in the directions hypothesised. Many current workplace trends may tend to favour Extraverts; this was reflected in higher levels of job satisfaction and happiness at work for this group.

**Limitations**

All data is self-report, and is correlational in nature.

**Research/Practical Implications**

The study adds to existing research demonstrating that open-plan working and desk-sharing has negative effects on job satisfaction and wellbeing by showing that personality differences also play a role. The results have been used to produce guidelines for individuals and organisations.

**Originality/Value**

This topic has received relatively little attention from organisational psychologists, despite the potential impact on the well-being of the workforce.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Sa-SYM-1944-3

**Understanding the curvilinear relationship between role overload and work engagement and innovative behavior:**

**The moderating role of mindfulness**

F. Montani\*, F. Courcy <sup>1</sup>

<sup>1</sup>Psychology, Université de Sherbrooke, Sherbrooke, Canada

**Main Abstract Content: Purpose**

Research has yielded contradictory findings about the impact of challenge stressors on employee innovation. We propose inverted U-shaped relationships between role overload (RO) and both work engagement (WE, as a mediator) and innovative work behavior (IWB, as an outcome), and examine mindfulness as moderator. Building on activation theory, intermediate levels of RO would exert an optimal level of stimulation, thus increasing WE and, indirectly, IWB. However, according to the conservation of resources theory, RO can drain the energetic resources that are necessary to sustain motivation and performance. In line with this framework, a high level of mindfulness would protect employees against resource loss by increasing their resilience in the face of RO. Accordingly, intermediate levels of RO would be more likely to foster WE and, ultimately, IWB when mindfulness is high, rather than low.

**Methodology**

A time-lagged study was conducted on 160 employees from various Canadian firms. Multiple regression analyses were conducted to test our hypotheses.

**Results**

Results supported all the hypotheses.

**Limitations**

The self-report nature of our study raises issues of common method variance and limits inferences of causation.

**Research/Practical implications**

This research enhances the understanding of the processes by, and conditions under, which RO affects IWB. Moreover, it offers new insights into how employee can keep their innovative potential alive in spite of challenging but resource-depleting demands.

**Originality/Value**

This is the first study to examine work engagement as a mechanism driving RO's impact on IWB, and mindfulness as a resource preventing the harmful consequences of RO.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-SYM-1971-4

**The impact of personality, gender, and exercise on job satisfaction and turnover intentions.**

R. Thompson\*, N. Schaubhut

**Main Abstract Content: Purpose**

Activities outside of work can have both a positive and negative impact on organizations. One area that has largely been neglected is the impact of employee health and exercise habits on organizational outcomes such as satisfaction and turnover intentions. In addition, individual differences, such as personality and gender, may impact the exercise choices individuals make. Understanding how personality and gender impact exercise choices may help organizations implement more successful wellness programs.

**Design/Methodology**

To evaluate health and fitness and personality type, a survey was developed and sent to individuals who had agreed to participate in future research, and had completed the MBTI® assessment in the prior six months. The survey focused on exercise preferences and options.

**Results**

Exercise choices differed based on MBTI Personality type and gender. In addition, Job satisfaction and turnover intentions were correlated with exercise, where higher levels of self-reported exercise resulted in higher levels of job satisfaction, and lower levels of turnover intentions.

**Limitations**

The sample overall reported very high levels of job satisfaction, and low levels of turnover intentions, leading to range restriction in the criterion variables. Also, all data was self report.

**Research/Practical Implications**

The results suggest there is a small overall impact on exercise and higher levels of positive organizational outcomes, and that personality and gender play a role in the exercises people choose to engage in.

**Originality/Value**

This is the first study to examine the impact of individual differences and exercise choices on organizational outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Fr-SYM-1983-4

**Psychological Health at Work: A measurement scale validation**

M.-H. Gilbert\*, M. Malo <sup>1</sup>

<sup>1</sup>Psychologie, Université de Sherbrooke, Sherbrooke, Canada

**Main Abstract Content: Purpose** – The aim of this study is to validate a measure of the positive and negative aspects of psychological health at work (PHW), namely psychological well-being and distress, adapted to the work context.

**Design/methodology/approach** – Two independent samples of Canadian workers have been used to conduct factor analyses to confirm the three dimensions of psychological well-being at work (N = 338) and psychological distress at work (N=165). Then, confirmatory factor analyses have been performed among another independent sample of 204 Canadian workers. For nomological networking purpose, participants completed measures of organizational constraints, optimism and basic psychological needs.

**Findings** – Exploratory factor analyses confirm a three-fold structure for both aspects of PHW. This structure is based on the worker's relationships with himself, others and work. Confirmatory factor analyses confirm that, for both aspects of PHW, the three-factor structure with a second-order factor yielded a good fit to the data. Finally, well-being at work and psychological distress at work are linked to the correlates in the expected directions. Scales' psychometric properties are satisfactory.

**Limitations** – More studies are needed to further validate this instrument, especially among different cultures. Future studies should test the temporal invariance of the measure and use other variables as criteria.

**Practical implications** – This study provides a measure of both positive and negative aspects of PHW for researchers. This measure could be used to detect symptoms preventively to more serious mental health injuries.

**Originality/value** – As far as we know, it is the first measure of psychological health, adapted to the work context.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Fr-SYM-1210-3

**Mindfulness facets and ethical behaviour: Mediating effect of empathy**

S. P. Gonçalves\*, R. Sereno

**Main Abstract Content: Purpose**

In recent years we have seen an increase in the integration of mindfulness programs in companies. Also, there is growing scientific evidence about the positive impact of mindfulness at work. The focus on the consequences of these programs is critical and the processes by which occur. The present research aims to analyze the relationship between the facets of mindfulness and ethical behaviour, focusing also the mediating role of empathy.

**Design/Methodology**

To test these assumptions, we used validated self-reporting instruments: the Five Facet Mindfulness Questionnaire (Baer et al., 2006), the Australian work ethic scale (Ho & Lloyd, 1984), and the Toronto Empathy Questionnaire (Spreng et al., 2009). We evaluated 200 individuals who agreed to participate in this study.

**Results**

Regression analyses conducted with SPSS supported all hypotheses.

**Limitations**

It remains to be tested other mediating variables that can explain the mechanism by which mindfulness impact on ethical behaviour at work.

**Research/Practical Implications**

The findings indicate that mindfulness training has a potential to contribute to improving positive workplace outcomes.

**Originality/Value**

To our knowledge, the study is the first to systematically these relationships at workplace context.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-SYM-1971-3

**Wellbeing at work: A global study of the impact of personality type**

M. Boulton<sup>1,\*</sup> on behalf of EAWOP17-SYMPOSIUM-1621, R. Thompson and EAWOP17-SYMPOSIUM-1621

<sup>1</sup>CPP Asia Pacific, Melbourne, Australia

**Main Abstract Content:** Purpose

The present study investigated the PERMA (Seligman, 2011) model of Wellbeing applied to people at work. The goal of the study was to determine if there are differences in work place wellbeing based on different global regions or cultures, and based on MBTI® Types. In addition, methods of improving wellbeing were also investigated.

**Design/Methodology**

A measure of wellbeing at work was developed using Seligman's PERMA model, and administered to over 4000 people worldwide who were knowledgeable about their own MBTI® personality type. The survey also included measures activities used to improve wellbeing based on the Australian Psychological Society Stress & Wellbeing survey (2015).

**Results**

Overall, wellbeing at work was found to be high, with some consistent differences in the order of the PERMA components based on region or culture, and MBTI personality type. The differences were small, but suggests that personality type can play a role in improving wellbeing at work.

**Limitations**

The survey was self-report, and the samples from countries outside the United Kingdom, United States, and Australia are small.

**Research/Practical Implications**

Differences in work related wellbeing are largely consistent around the globe, but personality type plays a role in level of wellbeing, and activities that might improve wellbeing.

**Originality/Value**

This study is the first investigation into wellbeing at work and MBTI personality type rather than wellbeing in general. It provides suggestions for how individuals and organizations can work to improve their work related wellbeing.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Sa-SYM-1944-1

**How to Promote Organizational Health? The Role of Organizational and Individual Determinants**

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<sup>1</sup>Management, Université Laval, Québec, <sup>2</sup>Psychologie, Université de Sherbrooke, Sherbrooke, Canada

**Main Abstract Content: State of the art**

Maintaining a productive and healthy workforce appears to be a challenge considering the many changes organizations are facing (Kowalski, Loretto & Redman, 2015). It is now recognized that organizational health has to be considered through an integrated approach, which considers both the promotion of psychological health and work performance (Stendfors-Hayes et al., 2014). To that end, the different factors that promote both outcomes still remain to be explored and validated.

**New perspectives/contributions**

This symposium brings together four papers that shed light on different drivers promoting organizational health. The first two papers focus on organizational determinants. More specifically, Dagenais-Desmarais, Gilbert and Provost-Savard identify which psychosocial determinants specifically predict well-being, burnout or both. Dextras-Gauthier and Marchand show how different types of organizational cultures are associated to well-being. At the individual level, Boivin, Aubin and Malo focus on the process by which resilience is related to well-being and task performance. Finally, Montani and Courcy present the relationship between role overload and innovative work behavior and the role of work engagement and mindfulness in this process.

**Research/Practical implications**

Using different methods and data analyses (e.g., longitudinal, multilevel), this symposium allows for a better understanding of organizational and individual determinants to enhance organizational health. Results suggest some action levers to enable changes towards better organizational health.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Fr-SYM-1983-3

**How strengths use at work facilitates subjective vitality: The mediating role of basic psychological need satisfaction and work motivation**

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<sup>1</sup>Human Resources Department, Université du Québec à Trois-Rivières, Trois-Rivières, <sup>2</sup>School of Management, Université du Québec à Montréal, Montréal, Canada

**Main Abstract Content:** **Purpose:** The objective of the present study is to deepen our understanding of the psychological and motivational mechanisms involved in the relationship between strengths use at work and well-being in terms of subjective vitality. Building on positive psychology (Seligman & Csikszentmihalyi, 2000) and self-determination theory (SDT; Deci & Ryan, 1985; 2008), we propose that strengths use at work relates to subjective vitality through basic psychological needs satisfaction (autonomy, competence, and relatedness) and work motivation (autonomous and controlled). **Design/Methodology:** This cross-sectional study was conducted among 323 Canadian psychologists (79.5% male). **Results:** Structural equation modelling (SEM) results partially supports the proposed model. Specifically, strengths use at work positively relates to subjective vitality through the satisfaction of two of the three basic psychological needs (autonomy and competence) and mainly autonomous motivation (i.e., acting with volition at work). **Limitations:** This study used a cross-sectional design and self-reported data. More studies are needed to further validate the model in other occupational settings, using other data sources. **Research/Practical Implications:** Our results underline the relevance of considering basic psychological needs with respect to strengths use at work. In this study, the need for relatedness (feeling of being related to others) did not play an active role for nurturing subjective vitality for psychologists. **Originality/Value:** Our study is one of the first to empirically test the relationship between strengths use at work and well-being (subjective vitality) relying on the full sequence of SDT (need satisfaction and work motivation).

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Well-being***

Fr-SYM-2607-2

**Staying healthy and productive:**

**A multimethod perspective on the role of social demands and ways to cope with it**

C. Binnewies\*, E. Brosch<sup>1</sup>

<sup>1</sup>Work Psychology, University of Muenster, Institute of Psychology, Muenster, Germany

**Main Abstract Content: State of the Art**

Stress research well-documented negative effects of social and task-related demands for employee well-being. This symposium brings together five studies exploring different factors helping employees to stay healthy and productive as well as enriched in their private life despite high demands. All studies focus on positive health- and performance promoting approaches (e.g., recovery during vacation, job crafting, self-compassion, rewarding relationships). The symposium includes a multimethod perspective: three diary studies analyzing daily process, one longitudinal study examining employees' pre and post vacation and a meta-analysis to summarize research findings.

**New Perspectives/Contributions**

Elfering et al. examine the role of social demands and failure at work for employees' sleep quality in a longitudinal pre-/post-vacation study. In a diary study, Van Gool et al show the moderating effect of daily job crafting in the relationship between social network characteristics and daily creativity. Igic et al. demonstrate the health-promoting effect of daily self-compassion for well-being and productivity using a diary study. In their diary study, Brosch and Binnewies confirmed the positive effect of daily rewarding relationships for daily work-life enrichment and negative effects of daily social demands. Jensen et al. summarize antecedents of work-life enrichment in their meta-analysis.

**Research/Practical Implications**

The studies in this symposium provide positive approaches to promote well-being, performance and work-life enrichment in employees on a daily level, during vacation and in general. Implications for individuals and organizations will be discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-SYM-2860-5

**The Mechanism of Self-Compassion for Individual and Group Functioning**

J.-I. Lefebvre\*, F. Montani, F. Courcy, V. Dagenais-Desmarais

**Main Abstract Content: Purpose**

Self-compassion (SC) has been recognized as a key determinant of individual functioning. However, research has disregarded the role of SC in the workplace, and the mechanisms through which its effects are transmitted on work-related outcomes. In order to fill these voids, this study proposes and tests a multi-level mediation model that elucidates the processes through which SC influences individual and group functioning at work. By integrating attachment theory, social exchange theory, and social cognitive theory, we suggest that compassion for others (CO) will channel a positive effect of SC on both individual and group-level innovation and wellbeing. Attachment theory suggests that SC increases the feeling of safeness that is essential to develop CO. In turn, social exchange theory suggests that CO fosters individual-level innovation and wellbeing by creating a mutually supportive context. Finally, social cognitive theory supports the tenet that individuals who display CO can forge a group environment that is characterised by higher levels of innovation and wellbeing.

**Methodology**

A time-lagged study was conducted on 320 employees from various North American organisations. Multilevel Structural Equation Modelling analyses were conducted.

**Results**

Results provided general support for our hypotheses.

**Limitations**

A concern of this study is common method bias due to the use of self-report measures.

**Research/Practical Implications**

This research outlines the processes through which SC affects individual and group outcomes at work and offers insights into how to improve innovation and wellbeing.

**Originality/Value**

This is the first study to examine self-compassion as driver of workplace innovation and wellbeing.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Sa-SYM-1944-5

**Resilience and task performance: The mediation effect of psychological well-being at work**

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<sup>1</sup>Université de Sherbrooke, Sherbrooke, Canada

**Main Abstract Content: Purpose** - Task performance has been a recurrent and persistent issue for organizations of any kind. The aim of this research, established on the broaden-and-build theory of positive emotions (Fredrickson, 1998), was to develop our knowledge about the effects of psychological well-being at work on the relationship between resilience and task performance. We proposed a mediation model to explain the relationships between these variables.

**Design/Methodology** - To test these assumptions, we sampled 286 Quebec workers from various types of organizations who were recruited through emails and social networks.

**Results** - The mediation analysis (SEM) found that psychological well-being at work mediated the relationship between resilience and task performance.

**Limitations** - Given that only Quebec workers have been sampled, the study should be replicated among other populations to ensure the generalizability of the results. Also, longitudinal analyses might have been more appropriate to highlight the mediation process.

**Research/Practical Implications** - From a practitioner's point of view, results indicate the need for organizations to provide a work environment mindful of the psychological well-being of the employees in order to maximize their performance. Encouraging employees' resilience, by building on new interventions, would also help increasing task performance through psychological well-being at work.

**Originality** - To our knowledge, this research is the first to study the relationship between psychological well-being at work, resilience and task performance. Moreover, the conceptualization of psychological well-being at work is also an added value, in comparison to other studies based on global psychological well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Fr-SYM-1983-6

**Work climate, resilience and psychological health at work: a conservation of resources point of view**

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**Main Abstract Content: Purpose:** Psychological health at work emerged as a key priority for all types of organizations (Mental Health Commission of Canada, 2012). Resilience and work climate are considered important antecedents of psychological health at work. From several studies it has become apparent that there are linear relationships between psychological health at work and these variables, but only a few focused on reciprocal effects. In keeping with Conservation of Resources theory, this study aims to explore the reciprocal relationships between resilience, work climate and two components of psychological health at work: psychological well-being at work and psychological distress at work.

**Design/Methodology:** We probed this model with cross-lagged data collected one year apart among 128 Quebec teachers who filled self-reported questionnaires.

**Results:** Analysis involving structural equations modeling support the existence of linear relationships but did not detect reciprocal effects.

**Limitations:** Considering the characteristics of the education community, results should be replicated with other samples. A longitudinal study might have been appropriate to observe the patterns in the evolution of psychological health at work.

**Research/Practical Implications:** Results highlight the need for practitioners and organizations to establish ways to improve work environments in keeping with the personal characteristics of employees.

**Originality:** To our knowledge, this is the first study to analyze both personal and organizational resources in relationship with both positive and negative dimensions of psychological health at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

Fr-SYM-1210-6

**Does mindfulness matter for creativity? Relationships with well-being and creative self-efficacy**

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**Main Abstract Content: Purpose**

Studies have suggested that mindfulness is associated with increased health, well-being, and creativity. However, there is a lack of research about the impacts of mindfulness on employees. Mindfulness is defined as a psychological state in which employees pay attention to the present moment while working. This study aims to broaden the understanding of mindfulness in work context, specifically the influence of mindfulness on creativity. This influence can be direct and indirect, when it is shaped by well-being and creative self-efficacy.

**Design/Methodology**

A cross-sectional study was carried out using a sample of 176 full time Brazilian workers from public or private sector. Data analysis was done using PROCESS for SPSS.

**Findings**

The research findings support that mindfulness positively predicts creativity. Additionally, findings suggest that the relationship between mindfulness and creativity is better explained through well-being and creative self-efficacy. The double mediation model was confirmed.

**Limitations**

The cross-sectional nature of the study limits the generalization of its results.

Also, self-reported data is subjected to common method biases.

**Research/Practical Implications**

The study fills a gap in the literature about creativity and justifies the development of trainings focused on mindfulness at work.

**Originality/Value**

The research highlights the understanding of emerging literature on mindfulness at work by establishing personal conditions that promote or inhibit health at work, which in turn enhances creativity and also contributes to building up the knowledge about Positive Organizational Psychology. The study makes theoretical and practical contributions by describing other mechanisms that stimulate work creativity.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Th-SYM-1327-5

**Debiasing training plus Job Crafting intervention:**

**Performing better by improving decision-making processes on-the-job**

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**Main Abstract Content: Purpose:** The present research aims to bridge decision-making training (i.e. debiasing programs, fostering collaborative decision-making, etc.) with job crafting intervention (i.e. “seeking resources”, “seeking challenges”, “reducing demands”) in order to optimize everyday decisions made in the workplace, and ultimately performance. We hypothesized that training employees to craft their job and to make de-biased decisions at work relates to higher job resources, lower job demands and exhaustion and ultimately to higher performance. **Design/Methodology:** A sample of employees from three organizations operating in private sector and health care followed a job crafting and decision-making training of one day workshop. After the training participants were asked to fill a notebook of development for 4 consecutive weeks in relation to the workshop aims. Participants also filled a quantitative diary once a week. **Results:** Preliminary multilevel analyses partially supported the hypotheses. Overall, the training improved job crafting and decision-making constructs. We predicted and found that seeking resources was positively associated with job resources and performance increase, whereas reducing demands was related to the drop of work pressure and of exhaustion in employees. Finally, the debiasing program was found to improve the job performance too. **Limitations:** Similar to several I/O studies, the present research lacks an objective measure of performance and the use of tasks to test the decision-making competence. **Research/Practical Implications:** Implications for companies consist in the employee-initiated improvement of job characteristics together with collaborative decision-making developed by this training, which in turn can positively increase the employee performance. **Originality:** The present study fills the gap of research combining job crafting and recent advances in decision-making research and by applying quasi-experimental approach.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-SYM-1327-4

**A team intervention to facilitate job crafting: The Productivity Measurement and Enhancement System and its effects on individual working behaviors**

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**Main Abstract Content: Purpose**

The purpose of this study is to examine whether ProMES has positive effects on individual job crafting. Combining P-A theory of motivation with the JD-R Model, a theoretical framework is built and investigated to better understand intra-individual processes occurring during the ProMES intervention.

**Design**

A heterogeneous group of employees (N = 30) reported their job crafting behaviors at the end of their working day for 23 weeks (N= 905 occasions). Performance indicators were measured in four organizational units. Multilevel analysis and the effect size of performance improvement were used to test the hypothesized model.

**Results**

ProMES feedback increased performance in all teams. Individual job crafting increased across all employees and ProMES phases. The largest increase was found between system development and feedback phase, whereas resource seeking increased the most.

**Limitations**

The questionnaires were based on self-reports, which is why data can be subject to common method bias. The sample was not drawn by random selection, which may raise questions of biases in parameter estimates.

**Implications**

Organizations need to create job designs that encourage participation, set measurable and influenceable goals, feed back performance outcomes, and enable its employees to adapt their daily tasks in order to increase satisfaction, motivation, and engagement.

**Originality**

Job crafting behaviors can be triggered by ProMES. The objective performance measures help to better understand the antecedents and outcomes of job crafting on an organizational level. Moreover, this was the first diary study within 30 years of ProMES research investigating intra-individual processes occurring during its implementation.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Fr-SYM-1983-2

### **Looking at Psychological Health at Work from a 3D Perspective: Exploring the Nomological Network**

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<sup>1</sup>Université Laval, Québec, <sup>2</sup>Université de Sherbrooke, Sherbrooke, Canada

**Main Abstract Content: State of the Art.** Psychological health at work (PHW) has been shown to have major implications for organizational behavior and outcomes (Leclerc et al., 2014). In spite of growing interest from researchers and practitioners, some knowledge gaps exist in the study of PHW: (1) operationalization of the construct still must be clarified; (2) several major antecedents of positive organizational behaviors may be related to PHW, albeit broadening our understanding of the nomological network; and (3) most of the work examines linear relationships i.e. combining antecedents with PHW indicators, thereby leaving aside a more dynamic exploration of the construct.

**New Perspectives/Contributions.** This symposium brings together five empirical contributions to explore new ground. First, Gilbert and Malo provide a deeper understanding of psychological health, in a work context, by developing and validating a tailored measure. Second, Dubé and colleagues build on attachment theory to explore the indirect effect of secure attachment on organizational citizenship behaviors as expressed through psychological well-being. Third, Dubreuil and colleagues focus on the role of strengths use at work on subjective vitality through basic psychological needs satisfaction and work motivation. Fourth, Wang and colleagues test the contribution of servant leadership in the explanation of employee well-being through autonomous motivation. Finally, Aubin and colleagues investigate the reciprocal effects of individual and organizational resources on PHW.

**Research/Practical Implications.** Using different methods (e.g., time-lagged design, validation studies) and populations (i.e., Canada and China), the five papers will emphasize a variety of implications on fostering PHW.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Well-being***

Fr-SYM-1971-2

**Helping employees be better: Understanding and capitalizing on individual differences**

R. Thompson\*

**Main Abstract Content:** Organizational researchers have historically focused on how organizations can maximize returns from their human resources. However, attention has turned to how organizations can positively impact employees both at work and in life. This symposium will look at ways that organizations can help to improve working life, with the unifying theme of individual differences from the perspective of MBTI® based personality types. Four diverse sessions will address how personality type and type preferences can be used to improve people's experience of work. First, a large global sample is used to examine wellbeing at work. This study measures work related wellbeing using the PERMA model, but is the first study of this kind to examine personality type along with culture as they relate to wellbeing. The second study examines how personality type impacts individual exercise and health behaviors, which can have an impact on behaviors at work. The study examines how personality types along with exercise choices are related to job satisfaction and turnover intentions. The next study considers how personality type, particularly extraversion and introversion, and the workspace interact to influence employee reactions to office design. The study shows how many current office space practices tend to favor those with a preference for extraversion. Finally, the role of personality type in helping employees develop resilience in the context of a large scale organizational change will be presented. Specifically, practitioners who worked with a large non-profit in the United Kingdom will discuss how knowledge of personality type helped to improve self and team awareness, and improve relationships among colleagues in the organization, and resilience for the change. The four sessions in this symposium show how a better understanding of individual differences, using MBTI Type as a lens, allows organizations to help employees be better at both their work, and their life outside of work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-SYM-1411-1

**New perspectives on job crafting behaviors: The good and the bad sides**

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<sup>1</sup>Social, Work, & Organizational Psychology, German Police University, Münster, Germany, <sup>2</sup>Department of Management & Organization Studies, VU University Amsterdam, Amsterdam, Netherlands

**Main Abstract Content: State of the Art:** Today, organizations need proactive employees redesigning bottom-up their jobs and Wrzesniewski and Dutton (2001) described these employee-driven job design behaviors as job crafting. Employees craft task, relational, and cognitive boundaries of their work to improve person-job fit. Job crafting theory proposes that job crafting is beneficial for employee health, motivation, and performance. However, research highlights also potential detrimental effects of job crafting, e.g., work withdrawal or impairing health and work performance.

**New Perspectives/Contributions:** The symposium offers new perspectives on job crafting. First, Fischbach and colleague (Germany) present their regulatory focus job crafting model, which can explain the good and bad sides of job crafting with differentiating promotion- from prevention-focused job crafting behaviors. Second, Plomp and colleagues (Netherlands) show how different employment arrangements relate to employees' job crafting behaviors and employability. Third, Weseler and colleagues (Germany) show how cognitive crafting can buffer the relationships between turnover intentions, negative affect and job performance. Fourth, Vanbelle and colleagues (Belgium) show that burnout and job crafting relate in an inverted U-shape. Finally, Lichtenthaler and colleague (Germany) show that promotion- and prevention-focused job crafting have different relationships with strain through emotions.

**Research/Practical Implications:** This symposium shows that job crafting behaviors complement top-down job design efforts, and that job crafting behaviors have good and bad sides for employees and organizations. Future research should take into account the goals of job crafting: Are the changes made promotion- or prevention-focused? What role does the organization play in fostering job crafting?

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-SYM-1210-1

**Being mindful matter! Exploring the effects of mindfulness in the workplace**

A. Junça Silva\*

**Main Abstract Content: State of the art**

Recently, the concept of mindfulness has received considerable attention in organizational psychology. Mindfulness is the process of being aware and paying attention to what is happening in the moment (Brown, Ryan, & Creswell, 2007). Some scholars have suggested that mindfulness has a relevant role in work-related outcomes, such as, task performance (Dane, 2011) or physical health (Glomb, Duffy, Bono, & Yang, 2011). Despite its importance, empirical evidence on mindfulness at work is still scarce (Hülshager, Alberts, Feinholdt & Lang, 2013). For instance, the relationship between mindfulness and diverse work-related behaviors, such as, creativity or innovation, is still unknown. This symposium aims to extend findings on the role of mindfulness in the workplace and study its impact on creativity, innovation, well-being and ethic behaviors.

**New perspectives/contributions**

This symposium represents five universities from four countries and encompasses five studies. The first one is a multi-method and multi-sample set of three studies and intends to analyze whether work engagement mediates the link mindfulness-creativity. The second study is based on two samples, and explores the relationship between mindfulness and creativity, and the mediating role of well-being and self-efficacy creativity between this link. The third study is a diary one and explores the moderating role of mindfulness between daily events and workers' well-being. The forth study analyzes the moderating role of mindfulness on the link between experiential avoidance and employees' well-being. At last, the fifth study explores the mediating role of empathy between mindfulness and ethic behaviors at work.

**Research/practical implications**

This symposium extends previous knowledge on mindfulness at work and allows for a better understanding of the mechanisms by which it can promote positive behaviors and wellbeing.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-SYM-1411-2

**A theoretical model of promotion- and prevention focused job crafting**

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<sup>1</sup>Social, Work, & Organizational Psychology, German Police University, Münster, Germany, <sup>2</sup>Department of Management & Organization Studies, VU University Amsterdam, Amsterdam, Netherlands

**Main Abstract Content: State of the Art:** Through job crafting employees seek to proactively change their work for "good reasons" like improving learning opportunities or reducing stress. Job crafting theory and research is rooted in theory on proactivity at work and like other proactive work behaviors job crafting so far has been considered predominantly in terms of promotion, i.e., job crafting behaviors aimed at approaching gains through growth and development. However, in our new regulatory focus job crafting model we consider job crafting also in terms of prevention, i.e., job crafting behaviors aimed at avoiding losses through hindrances and insecurities.

**New Perspectives/Contributions:** With this study we move theory on job crafting forward, differentiating promotion- from prevention-focused job crafting behaviors. We show that it adds to our understanding to examine how and why employees engage in job crafting in substantially different strategic self-regulatory ways, i.e., either promotion-focused making things happen or prevention-focused keeping things from happening.

**Research/Practical Implications:** Drivers and outcomes of job crafting differ, whether job crafting behaviors are aimed at promoting gains in growth and development or preventing losses in security and protection. For organizations it is important to know about the different antecedents and outcomes of promotion- and prevention-focused job crafting behaviors, to be able to choose effective management strategies to balance self-directed work behaviors and organizational effectiveness accordingly.

**Originality/Value:** With this model, we differentiate promotion- from prevention-focused job crafting behaviors and resolve empirical inconsistencies in research on outcomes of job crafting behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Th-SYM-1411-4

**"I stay but I should go" The moderating role of cognitive crafting in the relationship between turnover intention, negative affect and job performance**

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**Main Abstract Content: Purpose:** Employees who intend to quit often remain with their organization for quite a while. This study investigates whether individuals and organizations suffer when employees with turnover intentions remain in their job. We examined turnover intentions as a predictor of future turnover intentions, heightened negative affect and lower job performance. Furthermore, we assumed that cognitive crafting (i.e., the cognitive changes employees make to their job that help them see their job as a meaningful entity) buffers the relationships between turnover intentions, negative affect and job performance.

**Design/Methodology:** We conducted a longitudinal three-wave study (with each wave three months apart) among 241 caregivers.

**Results:** Hierarchical regression analysis showed that turnover intentions predicted turnover intentions six months later. Moreover, cognitive crafting moderated the relationships between turnover intentions, negative affect, and job performance: Turnover intentions were only related to an increase of negative affect and a decrease of job performance when caregivers did not craft their job. However, cognitive crafting did not help to reduce turnover intentions after six months.

**Limitations:** Limitations of the study include self-reported job performance. In addition, we did not test mediators of the proposed relationships.

**Research/Practical Implications:** Our results show that cognitive crafting is a helpful strategy for employees to deal with their daily work when they actually think about quitting.

**Originality/Value:** To our knowledge, this study is the first to investigate whether cognitive crafting helps to keep negative emotions at bay and perform well in a caregiver job when employees actually intend to leave.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

Th-SYM-1411-3

**Job crafting as a strategy for contingent workers to become and remain employable**

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**Main Abstract Content: Purpose:** The aim of this study was to examine how workers with different employment contracts use job crafting (i.e., the changes employees make in their level of job demands and/or job resources) as a strategy to improve their employability. Particularly for contingent workers it is of importance to become and stay employable, primarily due to the limited time frame and job uncertainty surrounding their contract status. By actively taking on new tasks, developing work-related skills and abilities, and seeking out feedback they may increase their chances to find a new job or project after their contract expires.

**Design/Methodology:** Data was collected among a heterogeneous sample of employees working for various organizations in the Netherlands ( $N=1342$ ). We distinguished between six types of workers (i.e., temporary agency workers, direct hires, independent contractors, business owners, temporary workers with an option to permanent, and permanent employees). Participants completed an online survey.

**Results:** Multigroup SEM results indicated that the relationship between job crafting and employability was dissimilar for different types of laborers. Permanent employees, temporary agency workers, independent contractors and business owners all used different job crafting strategies to establish employability.

**Limitations:** This study precludes causal explanations.

**Research/Practical Implications:** In terms of employability, the most adequate job crafting strategy depends on one's contract status. Managers and HR practitioners could provide workers with more training opportunities to enhance their employability.

**Originality/Value:** This study is the first to explore how different employment arrangements relate to employees' job crafting behaviors and employability.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Th-SYM-1411-5

**What about the relationship between negative indicators of optimal functioning and job crafting? How burnout relates to job crafting**

E. Vanbelle <sup>1,\*</sup>, A. Van den Broeck <sup>2,3</sup>, H. De Witte <sup>1,3</sup>, P. Lichtenthaler, M. Tims, A. Fischbach

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**Main Abstract Content: Purpose:** First, we investigate whether burnout, a negative indicator of optimal functioning, triggers employees to craft their job. Specifically, we expect burnout to relate to job crafting in an inverted U-shaped manner. Second, we examine the role of both contextual and personal resources, i.e. servant leadership and PsyCap, in this realm.

**Design/Methodology:** We collected data among 670 employees and conducted the analyses in SPSS 23.

**Results:** Results suggest that burn-out and job crafting relate in an inverted U-shape nature. At low levels of burn-out, an increase in burn-out relates to an increase in job crafting, whereas at high levels of burn-out, a further increase relates to a slightly decrease in job crafting. Furthermore, servant leadership seems to moderate this curvilinear relationship. When employees have a servant leader, an increase in burnout relates to a steeper increase in job crafting at lower levels of burn-out. This positive relationship becomes gradually weaker as burn-out increases. Although employees scoring high on PsyCap were more likely to engage in job crafting, no significant results were found for the interaction of burn-out and PsyCap in relation to job crafting.

**Research/Practical Implications:** This study suggests that job crafting might also be a strategy to deal with feelings of burnout and highlights the role of servant leadership and PsyCap.

**Originality/Value:** We contribute to the literature in two ways: 1) by digging into the puzzling relationship between burnout and job crafting, and 2) by examining the role of the servant leadership and PsyCap in this realm.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Th-SYM-1411-6

**Day-level promotion- and prevention-focused job crafting effects on emotional experiences and compensatory effort**

P. W. Lichtenthaler <sup>1,\*</sup>, A. Fischbach <sup>1</sup>, M. Tims

<sup>1</sup>Social, Work, & Organizational Psychology, German Police University, Münster, Germany

**Main Abstract Content: Purpose:** Job crafting has an impact on employees' strain through emotions at work. Promotion-focused job crafting behaviors have positive effects on employees' emotions (i.e., more positive emotions and less negative emotions), while prevention-focused job crafting has negative effects on employees' emotions (i.e., less positive emotions and more negative emotions). In turn, employees experience their work as less effortful on days they engage in promotion-focused job crafting due to more positive emotions. Whereas, employees experience their work as more effortful on days they engage in prevention-focused job crafting due to more negative emotions.

**Design/Methodology:** We used a diary approach. A sample of 29 employees filled in questionnaires at the end of each workday for two consecutive workweeks (*n* occasions = 289).

**Results:** Multilevel analyses show that promotion-focused job crafting was positively related with positive affect, but unrelated with negative affect. Prevention-focused job crafting was negatively related with positive affect, but unrelated with negative affect. Moreover, promotion-focused job crafting was indirectly negatively related with strain through positive affect. Prevention-focused job crafting was indirectly positively related with strain through positive affect.

**Limitations:** Common-method bias may be an issue, since all study variables were assessed via self-report.

**Research/Practical Implications:** Promotion-focused job crafting facilitates positive emotional experiences, which makes work less effortful. Whereas prevention-focused job crafting attenuates positive emotional experiences, which makes work more effortful. Thus, organizations and management should encourage and facilitate employees' promotion-focused job crafting and limit prevention-focused job crafting.

**Originality/Value:** This study adds to research on the regulatory focus job crafting model.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Well-being***

Fr-SYM-1033-1

**British Psychological Society Division of Occupational Psychology: Psychology of Health & Well-being Working Group activity**

S. Johnson\*, S. De Mascia and British Psychological Society Psychology of Health & Well-being Working Group

**Main Abstract Content: British Psychological Society Division of Occupational Psychology: Psychology of Health & Well-being Working Group activity**

**Symposium Chairs:**

**Sheena Johnson, University of Manchester.**

**Sharon De Mascia, Cognoscenti Business Psychologists Ltd.**

**State of the Art**

The British Psychological Society's Division of Occupational Psychology has a variety of working groups representing different areas of psychological practice with group members including practitioners and academics. This symposium presents a selection of work conducted by members of the Psychology of Health & Well-being Working Group. The symposium focuses on work currently being undertaken that involves either directly working with, or designed to advise, organisations about workplace health and wellbeing issues

**New Perspectives/Contributions**

The symposium comprises five presentations from members of the Psychology of Health & Well-being Working Group. Carole Watling talks about mental health issues and support in the world's largest law firm. Kevin Daniels introduces the work he and his team have done with regard producing wellbeing focused evidence-based guidance for multiple stakeholder groups. Sharon De Mascia talks about mental illness similarities and differences between men and women. Sheena Johnson talks about the ageing workforce and the potential negative impact of stereotypes and discrimination towards older workers. Finally, Tim Marsh discusses a new holistic framework demonstrating the inter-relatedness of five key aspects of wellbeing.

**Research/Practical Implications**

The symposium is designed to give attendees knowledge of the aims and practices of the Psychology of Health & Well-being Working Group. An overview is provided of the areas within which group members are working designed to improve health and wellbeing in the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-SYM-1327-2

**Recent Insights in Job Crafting Research: State of the Art**

E. Demerouti\*

**Main Abstract Content: State of the art**

The goal of this symposium is to put together recent insights in job crafting research. Job crafting represents attempts to alter one's own job characteristics such that they fit to one's preferences. As job crafting research is still in its infancy, we still have limited knowledge on the factors that influence its use within and outside work or its effectiveness to predict favourable outcomes. Moreover, we still lack knowledge on whether stimulate job crafting may help the effectiveness of de-biasing and performance management interventions.

**New perspectives/Contributions**

The symposium is consisted of one daily diary study, a two-wave study, a study of multi-sample supervisor-employee data and two intervention studies. High career dissatisfaction resulted in more job crafting particularly among employees high on self-efficacy and social support. Moreover, job crafting seems to be more effective when it is need, as it was found to compensate the impact of badly structured organizational processes on work engagement and to be used even outside work when work pressure was high. Finally, the ProMes performance management intervention was effective in increasing performance through stimulating job crafting behavior, whereas combining a de-biasing intervention with job crafting made the intervention effective in improving well-being and performance.

**Research/Practical Implications**

These studies highlight the importance of job crafting to generate positive outcomes, to compensate for the lack of favourable external conditions and to strengthen or explain the effectiveness of existing interventions. The elaborated designs uncovered that job crafting can generate favourable outcomes particularly in combination with specific contingency factors.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

Th-SYM-1327-3

**When does job crafting generalize to home crafting: A diary study on the role of work pressure**

E. Demerouti\*, S. De Gieter<sup>1</sup>, V. C. Haun<sup>2</sup>, R. Hewett<sup>3</sup>, A. Alma Rodríguez-Sánchez<sup>4</sup>, J. Skakon<sup>5</sup>

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**Main Abstract Content: Purpose**

Job crafting represents attempts to expand (seeking resources or challenges) or reduce (reducing demands) the scope of the job such that it fits better to one's preferences. The spillover hypothesis suggests that individuals generalize behaviors at work also to the non-work domain. The goal of this study was to examine whether the use of daily job crafting strategies can be generalized to the non-work domain and whether daily work pressure represents a condition that strengthens this generalization. Employees should be particularly motivated to generalize job crafting strategies to the home domain when they work in a highly demanding job environment (thus when it is really needed).

**Design/Methodology**

We collected diary data from service sector employees at the end of the working day and at bedtime during 5 consecutive workdays.

**Results**

Results of multilevel analysis partly supported our hypothesis as seeking challenges at work was positively related to seeking challenges and seeking resources at home, and negatively related to reducing demands at home. Moreover, daily seeking resources at work was related to higher daily seeking resources and challenges at home when daily work pressure is high than when it was low.

**Limitations**

The use of paper-and-pencil booklets prohibits testing participants' compliance. **Research/Practical Implications**

These findings imply that the more individuals increase the focus of their job (seeking challenges) the more they will do the same outside work particularly when they experience work pressure.

**Originality/Value**

The study adopts a new angle to test the spillover hypothesis by focusing on proactive job crafting behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

Th-SYM-2860-4

**Compassionate goals and entrepreneurship: Qualitative evidence in innovation settings**

A. A. Corradi\*

**Main Abstract Content: Purpose:** The literature on compassionate goals has shown that they change over time, and in relation to self-image goals. However, there is a gap on how people shift goals. Compassionate goals would be beneficial to entrepreneurs and start-ups, upon the creation of supportive environments, which would foster collective learning and innovation. This study investigates changes in these interpersonal goals of entrepreneurs in innovative start-ups.

**Design/Methodology:** Retrospective semi-structured interviews were conducted with two Brazilian entrepreneurs in the biotechnology sector. They narrated the story of their businesses, from the beginning (T1) up to a few years later (T2). Changes in these entrepreneurs' goals from T1 to T2 were identified through an aprioristic categorization of the narratives based on the conceptual framework.

**Results:** Both entrepreneurs reported self-image goals of achievement and autonomy at T1. At T2, Case 1 reported self-image goals of leadership, with feelings of competition and anxiety. Case 2, instead, developed compassionate goals of responsiveness and social support, and a drive to innovate for the benefit of others. This related to trust-based relationships, satisfaction, reduced anxiety, and increased risk taking behaviours to innovate. These changes were influenced by critical events, partnerships and entrepreneurial training.

**Limitations:** These results cannot be generalised to other entrepreneurial contexts.

**Research/Practical Implications:** This study opens a new research agenda on how compassionate goals can be developed among entrepreneurs.

**Originality/Value:** To our knowledge, this is the first study on compassionate goals and entrepreneurship. Moreover, it shows that qualitative case studies are a valuable research strategy in this field.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

Th-SYM-2860-3

**The effects of CEO compassionate goals on organizational innovation: An examination of mediating processes and boundary conditions**

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**Main Abstract Content: Purpose**

Previous organizational research has largely focused on the individual-level outcomes of compassion at work, disregarding the organizational consequences (George, 2014). This study attempts to fill this void by proposing and testing a moderated mediation model that elucidates the processes and boundary conditions associated to the effects of CEO compassionate goals on organizational innovation. By integrating attachment theory, social exchange theory and social information processing theory, we specifically propose that CEOs with compassionate goals would contribute to the development of a collaborative work environment, which in turn would improve the organization's innovative performance. However, we predict that a positive impact of compassionate goals on organizational innovation via organizational collaboration is likely to occur only when the CEO has low self-image goals and there is a high innovation-supportive work environment.

**Methodology**

We conducted a cross-sectional research on 166 CEOs from a sample of Small and medium-sized enterprises (SMEs) in France. .

**Results**

Moderated multiple regression results supported our hypotheses.

**Limitations**

The cross-sectional nature of our study prevents causal inferences about the hypothesized relationships.

**Research/Practical implications**

This research sheds light on benefits of compassionate goals to organizational outcomes, and demystifies the assumption that expressing care and concerns for others is incompatible with the need of organizations to be profitable.

**Originality/Value**

To our knowledge, this is the first study to examine CEO compassionate goals as a driver of organizational innovation, as well to clarify how and under what condition compassionate goals exert their positive effects in workplace contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Caring for others vs. caring for yourself: Disclosing the relationships between compassionate, self-image goals and innovative work behavior**

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**Main Abstract Content: Purpose**

Despite recognizing the idea that compassion at work matters, organizational research has yet to establish empirical links between compassion and key work-related outcomes. The present study examines the relationships between compassionate goals (CG), self-image goals (SIG) and innovative work behavior as moderated by organizational support for innovation. According to attachment theory, thanks to their caring mindset, employees with compassionate goals, unlike those with self-image goals, are able to create a supportive social environment which is beneficial to innovation. Thus, CG would enhance, and SIG would undermine, employee innovative behavior. Moreover, in line with expectancy-value theory, organizational support for innovation, by encouraging and rewarding new, rather than traditional ways of doing things, emphasizes the salience of innovation to employees and enhances the expectation that they will be able to successfully innovate. Accordingly, organizational support for innovation would positively moderate the CG-innovative behavior relationship.

**Methodology**

We conducted two surveys on employees from two organizations in Brazil (N = 199) and Colombia (N = 103).

**Results**

Results from moderated regression analyses provided general support for our hypotheses.

**Limitations**

The cross-sectional nature of our studies prevents causal conclusions from being drawn.

**Research/Practical implications**

This research suggests that employees are more able to effectively innovate when they cultivate caring, rather than self-enhancement, intentions at work.

**Originality/Value**

This is the first study to establish a link between compassionate goals and innovative work behaviour, as well as to clarify the conditions under which the benefits of compassionate goals to employee innovativeness are enhanced.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

Th-SYM-2860-6

**Benefits of compassion at work: The role of compassionate goals in social safeness, innovation and well-being**

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**Main Abstract Content:** Purpose:

Building on attachment theory and the tripartite model of affect regulation, this study aims to test a model about the relationships of compassionate goals with innovative work behavior and wellbeing at work. The mediating role of social safeness in these relationships is also tested. Specifically, it was hypothesized that employees with more compassionate goals would experience a higher social safeness and, in turn, more innovative work behavior and wellbeing at work.

Design/methodology: A survey was conducted on employees (N = 127) from Brazilian public and private organizations. Data were collected at two points in time and structural equation modeling was used to analyze them.

Results: Compassionate goals (Time 1) were indirectly related to innovative work behavior (Time 2) and to wellbeing at work (Time 2) through increased social safeness (Time 2).

Limitations: The use of self-reported questionnaires subjects this study to common method biases. Research/Practical Implications: Theoretically, the study makes a contribution to the theory and research on organizational behavior, as it addresses the benefits of compassionate goals and social safeness to innovative work behavior and wellbeing at work. From a practical standpoint, it may contribute to the development of human resource management practices designed to ensure a balance between the demands for innovation and the needs for well-being in organizations.

Originality/Value: To our knowledge, the study is the first to systematically analyze the implications of compassionate goals to work attitudes and behaviors. The study is also a rare examination of the Brazilian work context.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

Th-SYM-2860-2

**Compassion at work: New theoretical and empirical insights**

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**Main Abstract Content: State of the Art**

Compassion has been recognized as essential to further individual, interpersonal and organizational outcomes at work (Atkins & Parker, 2012; George, 2014). However, to date, this assumption has rarely been empirically tested within the organizational literature, with most research being characterized by theoretical studies (Dutton, Workman, & Hardin, 2014).

**New Perspectives/Contributions**

Representing ten universities and four Countries, this symposium gathers six empirical contributions that provide important new knowledge on the role of compassion in workplace contexts. Firstly, Alves and colleagues identify compassionate goals as mediating a positive relationship between individual transcendental values and organizational commitment. Secondly, Lefebvre and colleagues show that self-compassion contributes to individual and group-level innovation and well-being by enhancing compassion for others. Thirdly, Ferreira and colleagues provide evidence for a positive influence of compassionate goals on employee innovative behavior and well-being via social safeness. Fourthly, Corradi reports findings from a qualitative study that elucidate how entrepreneurs of innovative start-ups develop compassionate goals. Fifthly, Calderon and colleagues provide support for a positive moderating effect of organizational support for innovation on the relationship between compassionate goals and employee innovative behavior. Finally, Montani and Staglianò show that the positive impact of CEO compassionate goals on organizational innovation is channeled through organizational collaboration and varies as a function of CEO self-image goals and organizational support for innovation.

**Research/Practical Implications**

Using data from diverse cultural settings, this research offers new perspectives on the determinants and outcomes of compassion at work, and clarifies the boundary conditions associated to compassion's effects.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Positive organizational behaviour**

**Work Motivation**

Fr-SYM-372-6

**Transformational Leadership Meets Follower Motives: Compatibility of Transformational Leadership Behaviors and Followers' Implicit Motives**

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**Main Abstract Content: Purpose**

The present research explores the conceptual links between transformational leadership theory (Bass, 1985) and the Big 3 motives (McClelland, 1987) and tested the interactive effects of transformational leadership behaviors and followers' implicit motives on work-related outcomes.

**Design/Methodology**

Study 1 analyzed theoretical characterizations in the research literature of the three transformational leadership dimensions individualized consideration, inspirational motivation, and intellectual stimulation concerning their affiliation, power, and achievement motive content. Study 2 experimentally tested the effects of followers' implicit motives (affiliation, power, or achievement) on their preferences for the three transformational leadership behaviors. Study 3 experimentally tested interactive effects of the three transformational leadership behaviors and followers' implicit motives on leader influence and followers' performance.

**Results**

As predicted, the literature study (Study 1) reveals that motive content varies significantly across characterizations of the three transformational leadership dimensions. Study 2 and 3 experimentally confirmed the expected interactive effects on work-related outcomes.

**Limitations**

Firstly, our experimental results need to be replicated in the field. Secondly, further research is needed to explore the interrelations between *leaders'* implicit motives and their transformational leadership behaviors.

**Research/Practical Implications**

In sum, the present studies demonstrate that interactions of specific transformational leadership behaviors and followers' corresponding implicit motives have effects on work-related outcomes. Thus, managers are well-advised to understand their followers' implicit motives and to choose their transformational leadership behaviors accordingly.

**Originality/Value**

This is the first study that tests the notion that transformational leaders are effective by selectively arousing followers' implicit motives.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Fr-SYM-372-3

**A meta-analytical test of autonomous and controlled motivation at work**

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**Main Abstract Content:** SDT maintains that extrinsic motivation can vary in the degree to which it is an integrated part of people's set of values and identity. Externally motivated employees engage in the behavior to receive externally administered rewards (e.g., a bonus) or avoid punishments (e.g., criticisms) while introjected employees reward or punish themselves (e.g., using pride, shame). Both are typified by feelings of coercion and – hence – grouped as controlled motivation, undermining employee well-being and performance. Identification, in contrast, is an integrated type of extrinsic motivation in which employees see the behavior as important or as an essential part of their self-concept. Identified motivation is therefore equivocal to intrinsic motivation and both are autonomous types of motivation enhancing employee functioning.

The conceptualization of the qualitative different types of extrinsic motivation in SDT dates back over 15 years ago. In this study, we take stock by critically reviewing the conceptualization and measurement of the different types of extrinsic motivation as being qualitatively different and use the growing body of research to provide a stringent (i.e. meta-analytic) test of whether this differentiation is just a fad or has the potential to fundamentally change the way we think about motivation.

Using 97 independent papers, we found meta-analytical evidence for the beneficial associations of autonomous motivation, but failed to support the assumed detrimental associations of controlled motivation, particularly with respect to introjected regulation.

We conclude with outlining the limitations of the current research on SDT's different types of motivation and suggestions for future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Fr-SYM-372-2

**Work motivation and age across countries and industry sectors: A multi-level study**

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**Main Abstract Content:** This study examines relationships between age and work motivation in a sample of over 80,000 working adults across 28 countries by also exploring the potential effect of industry sector.

**Methodology**

Using Exploratory Structural Equation Modelling (ESEM) we first tested whether the 10 work motivation scales used in this study showed configurable, metric and scalar invariance across the 28 countries. We then applied multilevel analysis to examine whether the relationships between age and work motivation scales varied across countries, and whether the interaction between age and industry sector explained additional variance in work motivation.

**Results**

Results showed that the link between age and work motivation was consistently present in the 28 countries. Across most countries, younger workers reported themselves as more motivated by extrinsically rewarding job features, whereas older workers found intrinsic job features more rewarding. Collectivist cultural practices and effective retirement age had no cross-level moderation effect on the age-motivation relationships. The interaction between industry sector and age accounted for additional variance in work motivation.

**Limitations**

Longitudinal data is desirable for investigating changes in individual aging over time. This study was based on cross-sectional data.

**Implications**

Results support theories on the developmental changes of adulthood and point to the universality of some of the psychological effects of aging in the work context. Results also have practical implications for HR practice.

**Originality/Value**

This study contributes to the literature by applying a strong methodological design for examining age-motivation relationships across countries and by exploring the potential impact of industry sectors.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Fr-SYM-372-5

**Assessment Center technique as a tool for assessing academic versus applied motivational orientation**

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**Main Abstract Content:**

**Purpose:** Motivational orientation in the work domain is a construct that is clearly and strongly bound to an individual's perspective. However, it represents a challenging developmental task for many young academics to reliably know what actually motivates them and which career path fits. We assume that simulation tasks are a promising route to give experienced-based access to individual work-related preferences.

**Design/Methodology:** We developed an assessment center (AC), in which 129 doctoral students and postdocs from the STEM-fields took part and were videotaped. Their task was to represent a member of a university research group and to negotiate with a potential industrial business partner on how to conduct a product development project.

**Results:** We found two relatively independent motivational orientations, i.e. academic orientation (e.g., values of communalism and organized scepticism) and motivation for knowledge application (e.g., product and client focus). Interrater reliability was acceptable. Self-reports on motivational orientation were positively correlated with AC data.

**Limitations:** In the future, the predictive value of the assessment has to be shown. In addition, it remains to be tested whether the AC is also useful for graduates from other fields of science beyond the STEM-disciplines.

**Research/Practical Implications:** The AC could be used as a tool to support university graduates in their career-related decision making process. It could also be adapted for personnel selection.

**Originality/Value:** Difficulties in vocational choices are widespread. To our knowledge, this is a first attempt to use research versus application orientation as motivational factors for young academics.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Work Motivation*

Fr-SYM-372-4

**Professor or manager? PhDs' motivational orientations and preferred career paths**

C. L. Burk <sup>1,\*</sup>, B. S. Wiese <sup>1</sup>

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**Main Abstract Content: Purpose:** A doctorate is not only a preparation for an academic career but often leads to careers outside academia. Building on McClelland's (1961) and Deci and Ryan's (2000) theories, we assume that different kinds of motivational orientations predict the goals of becoming a professor or a manager in industry.

**Design/Methodology:** We collected questionnaire data on two measurement points from 3501 PhD students and postdocs from the STEM-fields.

**Results:** Exploratory structural equation modeling (ESEM) revealed seven global motivational factors: competence, autonomy, relatedness, power, financial compensation, employment security and reconciliation of the work and non-work domains. As shown by multiple regression analyses, both career goals are predicted by global and specific motives: For the management goal, over and above financial compensation, the power motive and specifically the power-related aspect of leadership play an important predictive role. The most important motivational factors positively predicting the professorship goal are autonomy and competence, with the competence-related aspect of creativity having a particular predictive role.

**Limitations:** It remains to be tested how much our results generalize to other fields of science beyond the STEM-disciplines.

**Research/Practical Implications:** Methodologically, the results imply that one should not only take into account the predictive role of global factors but also the added value of specific sub-facets. This view might help practitioners in assisting young scientists in career decision making.

**Originality/Value:** To our knowledge, this is one of the rare studies that simultaneously analyzes a broad array of global and specific motivational factors for career goal prediction.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Fr-SYM-372-1

**Motives and human needs at work: Their relevance for everyday working life and career paths**

B. S. Wiese\*, C. L. Burk <sup>1</sup>

<sup>1</sup>Psychology, RWTH Aachen University, Aachen, Germany

**Main Abstract Content:**

**State of the Art:** Conceptualization of motivators relevant for working life and career decisions might build on theories that postulate basic needs or differentiate between extrinsic and intrinsic motivation (e.g., McClelland, 1961, Deci & Ryan, 2000). Given, however, that most motivation theories do not explicitly refer to specific life domains, we suggest a more fine-grained structure of motivational orientations relevant for vocational behavior as well as new measurement approaches.

**New Perspectives/Contributions:** Representing a multimethod approach including meta-analytical, behavioral, experimental and questionnaire data collected in different countries and at different career stages, our symposium contributes to conceptual clarification and measurement optimization in the field of career and work motivation. Inceoglu et al. focus on age differences in work motives and their invariance across countries and industrial sectors. Van den Broeck et al. present a meta-analysis on the distinction of different forms of external motivation suggested by Self-Determination theory within the work domain. Burk et al. test a multidimensional motive model and its predictive power for career goals simultaneously considering global and specific motivational factors. Kehr et al. report experimental evidence that the adaptiveness of leadership behavior depends on followers' implicit motives. Finally, Lerche et al. present assessment center techniques as an alternative tool for measuring motivational orientation.

**Research/Practical Implications:** The five presentations build a useful starting point for future research avenues by (a) suggesting conceptual refinement of general motivational approaches with respect to their applicability to the work domain and by (b) improving measurement and suggesting instruments for research and practice.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Work Motivation**

Th-SYM-1110-1

**The regulatory role of goals at work: new perspectives**

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**Main Abstract Content: State of the art**

In the last decades, the construct of achievement goal orientation has become one of the most researched motivational variables (DeShon & Gillespie, 2005). Although various conceptualizations of achievement goals exist, meta-analytic results consistently demonstrate that (trait and state) goals form important predictors of performance (Cellar et al., 2011; Van Yperen, Blaga, & Postmes, 2014). For example, employees pursuing learning (or mastery) goals who apply an intrapersonal standard and focus on the development of their competence (e.g., by increasing skills, or gaining knowledge) have been shown to reach high performance.

**New perspective / contributions**

The four studies encompassed in this symposium extend knowledge in this research area on two levels. First, we shed light on the regulatory role of achievement goals in the work context, by investigating the relationships of *workplace goal orientation* with proactive behaviors of employees, and by presenting causal evidence from experimental research for the effects of goals on work motivation. Second, we demonstrate with findings from multi-level, multi-source data the importance of the interplay of goals from *leaders* and *followers* with regard to health and work performance.

**Research / practical implications**

Our symposium contributes to the research field on goals by demonstrating the theoretical and practical importance of especially *learning goals* of leaders and employees to stimulate proactive behaviors, work motivation, performance, and to reduce burnout. Our discussant (Nico van Yperen) will review these new directions in goal research and stimulate discussion with the audience.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Th-SYM-1110-3

**The impact of situationally induced achievement goals on work engagement**

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**Main Abstract Content: Purpose**

We investigated in two studies the effect of situational induced (state) learning, performance-approach, and performance-avoidance goals on work engagement. Work engagement has been positively linked to several important work outcomes, such as organizational commitment or performance (e.g. Bakker & Demerouti, 2008). Therefore, it seems essential for practice to gain insights antecedents of work engagement, which can serve as a basis for designing effective interventions that promote work motivation and therefore employee performance.

**Design**

We conducted a field experiment with employees ( $N=93$ ), and an experimental vignette study with students with work experience ( $N=143$ ). In Study 1, state achievement goals were experimentally manipulated by having participants set either a work-related learning, performance-approach, or performance-avoidance goal. Work engagement was measured one week later. We used case vignettes in Study 2 in order to manipulate the situational goal orientations and measured work engagement immediately afterwards.

**Results**

The findings indicate a causal effect of situational induced achievement goals on work engagement. In contrast to (approach/avoidance) performance goals, learning goals enhanced work engagement.

**Limitations**

Our findings may be limited due to sample characteristics, or the chosen goal operationalizations. Furthermore, the manipulation of performance goals (Study 2) was only partially successful.

**Research/practical implications**

Our findings imply important practical implications on how to stimulate work engagement best by goal-based interventions in the work context (cf. Ouwenel, Le Blanc, & Schaufeli, 2013).

**Originality/Value**

Our study is the first to provide support for the role of learning goals as causal antecedents of work engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Work Motivation***

Th-SYM-1110-2

**Workplace support for employees' proactive behaviors: The role of workplace goal orientation and autonomy**

K. van Dam <sup>1,\*</sup>, J. Van Ruysseveldt <sup>1</sup>, D. Lonzieme <sup>1</sup>

<sup>1</sup>Open University of the Netherlands, Heerlen, Netherlands

**Main Abstract Content: Purpose**

The aim of this study was to establish the relationships of workplace goal orientation with three types of employees' proactive behavior as distinguished by Parker and Collins (2010): proactive work behavior, strategic behavior, and PE-fit behavior. While research shows that individuals with a dispositional learning goal orientation generally show more proactive behavior, the role of workplace goal orientation has received little attention yet. It was expected that workplace learning goal orientation would positively relate to proactive behavior, and that these relationships would be stronger for employees with more autonomy.

**Design**

A cross-sectional study with 230 employees was conducted using an online questionnaire. Workplace goal orientation and autonomy were measured with validated scale. Based on Parker and Collins (2010), scales for the three types of proactive behavior were developed; a CFA indicated that the scales represented distinct constructs. The hypotheses were tested with regression analyses.

**Results**

The findings supported the hypotheses: employees who worked in a work context that emphasized learning goals showed more of all three types of proactive behavior, while autonomy moderated these relationships.

**Limitations**

The cross-sectional design limits causal inferences.

**Research/practical implications**

The findings clearly show the importance of a work context that emphasizes learning goals.

**Originality/value**

A new scale for three types of proactive behavior is developed that can be used in research and practice.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Work Motivation**

Th-SYM-1110-4

**Learning goal orientation as a mediator in the link between authentic leadership and follower performance outcomes**

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**Main Abstract Content: Purpose**

This research examines whether and why authentic leadership predicts followers' in-role and extra-role performance. Working from a social learning perspective, we developed the prediction that authentic leadership predicts followers' *learning goal orientation* (the goal to develop and improve skill). In turn, given that learning goal orientation determines how employees approach their work and their relationship to the organization, we expected that learning goal orientation predicts followers' in-role performance and extra role performance.

**Design/Methodology**

The model was tested in several studies using time-lagged measurements of the variables and multi-level, multi-source data from both employees and their immediate supervisors.

**Results**

The results of all studies consistently indicated that authentic leadership predicted followers' learning goal orientation, which in turn predicted outcomes such as followers' in-role performance and followers' extra-role performance.

**Limitations**

Despite time lagged measurements and multi-source data, the study design cannot rule out reversed causality as all variables were measured, rather than manipulated.

**Research/Practical Implications**

This study adds to the literature on goal orientation by showing its crucial role as an underlying mechanism in the leadership influence process, and adds to the authentic leadership literature by shedding light on how it brings about outcomes. Practically, it shows *that* and *how* authentic leadership can bring about important organizational outcomes.

**Originality/Value**

This is the first study to posit and show that learning goal orientation functions as a mediator in the relationship between leadership and follower outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Work Motivation*

Th-SYM-1110-5

**Leaders' Mastery Goals, Employee Performance Goals, and Employee Burnout:  
Toward a goal theory of burnout**

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**Main Abstract Content: Purpose**

Organizational researchers have long been interested in the role of social comparison processes in the development of burnout in organizations. In this article, we contribute to the literature by investigating how a goal focus on one's own or other's performance entailed in employees' mastery and performance goal strivings work as buffers and facilitators of burnout across organizational levels. We specifically test the theoretical idea that leaders' mastery goals work as a cross-level moderation effect on the relationship between employee performance goals and employee burnout.

**Design/Methodology**

Our hypotheses were tested in a multi-organizational sample consisting of 367 members of 72 work groups, and the 72 leaders of these organizational units.

**Results**

Multilevel mixed-effects modeling analyses indicated that the performance goal/burnout relationship was smaller in work groups led by mastery-oriented leaders for two of the three burnout dimensions (emotional exhaustion and cynicism).

**Limitations**

Due to the use of cross-sectional data we cannot rule out the possibility of reverse causality, however this cross-sectional nature of the data may be less of a limitation because of the multi-source nature of our data.

**Research/Practical Implications**

Our results suggest that employees' mastery goals may reduce burnout. Also, leaders' mastery goals may buffer potential negative effects of employees pursuing performance goals on burnout.

**Originality/Value**

The role of leaders in employees' burnout has received scant attention (for an exception, see De Hoogh & Den Hartog, 2009). This study extends previous research by showing that effects of leader-follower goal interactions help explain levels of burnout among followers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Fr-SYM-2277-3

### **Conditions of the emergence of positive effects of new job demands**

C. Korunka\*, B. Kubicek<sup>1</sup>, R. Prem<sup>1</sup>

<sup>1</sup>University of Vienna, Vienna, Austria

#### **Main Abstract Content: Purpose**

The introductory presentation of this symposium aims to give an overview on new job demands in a changing world of work. Globalization, increasing competition and the increased use of ICT brought about not only work intensification, but also intensified planning and decision-making demands and increased learning demands. The blurring of boundaries between work and non-work (boundaryless work) further amplified the emergence of these demands.

#### **Design/Methodology**

Our considerations are empirically based on the results of a large research project, funded by the Austrian Science Fund that was carried out between 2012 and 2016. Overall, 2055 employees in 11 companies were investigated in an 18 month longitudinal study and the “Intensification of Job Demands” (IDS) scale was developed.

#### **Results**

Based on the challenge/hindrane framework, work intensification was clearly confirmed as a hindrance stressor. On the other hand, intensified planning and decision demands and learning demands are challenge stressors showing at least partly positive effects of quality of working life indicators. Based on Peter Warr’s Vitamin model, curvilinear relationships between these new demands and outcomes could partly be confirmed.

#### **Limitations**

Our considerations focus mainly on (a wide range) of service work.

#### **Research/practical implications**

New job demands appear in a changing world of work. To preserve a high quality work life it is imperative to know about the potential positive and negative effects of these demands (in addition to conventional demands).

#### **Originality/Value**

The conditions of potentially positive effects of new job demands and their limits were comprehensively investigated for the first time.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

Sa-SYM-1944-4

**Organizational Culture, Work Organization Conditions, and Well-being**

J. Dextras-Gauthier\*, A. Marchand

**Main Abstract Content: Purpose:**

The aim of this study is to analyze the extent to which organizational culture contributes to the development of well-being in the workforce. The model we are proposing is based on a theoretical development that connects organizational culture, work organization conditions, and well-being.

**Design/Methodology:** The data were collected in 2009-2012 from a sample of individuals (n=1938) nested in 63 Canadian workplaces. Multilevel regression models were used to analyse the data.

**Results:** When we consider the influence of non-related work variables and individual-level characteristics, group, hierarchical and developmental cultures were associated with well-being. Group and hierarchical cultures are indirectly associated with higher levels of well-being and developmental culture is directly associated with higher levels of well-being. Rational culture has no effect on well-being.

**Limitation:** Our data is cross-sectional and so the relationships observed cannot be interpreted causally. Some reverse causation might be possible as employees suffering from mental health symptoms may negatively evaluate their organizational culture or work organization conditions.

**Research/Practical Implications:** Our results could help managers understand the importance of psychological health and how organizational culture could help them create better working conditions.

**Originality/Value:** Considering that organizational culture is a meaningful social characteristic with potentially significant health consequences, it is important to go beyond employees themselves, and beyond work characteristics to explore how organizational culture influence the development of well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Fr-SYM-1615-2

**A meta-review of job demands and job resources as related to work-related attitudes and behaviours among women and men with different occupations**

M. Sverke\*, H. Falkenberg, G. Kecklund, L. Magnusson Hanson, P. Lindfors

### **Main Abstract Content: Purpose**

This systematic meta-review uses the job demands-resources (JD-R) model as a starting point for reporting on how various psychosocial factors at work relate to different outcomes. Specifically, the review investigated how job demands and resources associate with job attitudes and behaviours and whether these linkages vary between genders and occupations.

### **Design/Methodology**

This meta-review includes meta-analyses and systematic literature reviews published during the past 10 years. The secondary studies were retrieved from combined searches in different international databases. Search terms were chosen to target a range of psychosocial factors and to retrieve published journal articles, and systematic reports linking such factors to job attitudes and behaviours.

### **Results**

In total, 14 job demands and 7 job resources were identified. These were linked to outcomes resulting in 147 associations being identified. Overall, the findings summarize what is known from previous systematic reviews, namely that job demands are associated with poorer attitudes and behaviours while resources typically relate to attitudes and behaviours that are beneficial both for employers and individual employees. However, for gender and occupation, considerably less is known. Importantly, however, reports of gender specific associations suggest that, overall, linkages between psychosocial factors and job attitudes and behaviours hold for both women and men.

### **Limitations**

The restriction to the past 10 years.

### **Research/Practical Implications**

The meta-review adds to understanding consequences of psychosocial factors at work and points up future research needs.

### **Originality/Value**

The broad approach using a meta-review allows for integrating research on several outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Fr-SYM-1615-3

## **A meta-review of job demands and job resources as related to various health-related outcomes among women and men with different occupations**

P. Lindfors\*, H. Falkenberg, G. Kecklund, L. Magnusson Hanson, M. Sverke

### **Main Abstract Content: Purpose**

This systematic meta-review uses the job demands-resources (JD-R) model to investigate the associations between various psychosocial factors at work and a range of health-related outcomes. Specifically, this study investigated how job demands and resources are linked to health-related outcomes such as depressive symptoms, cardiovascular disease and musculoskeletal complaints and whether the linkages varied between genders and occupations.

### **Design/Methodology**

This meta-review focuses on meta-analyses and systematic literature reviews published during the past 10 years. These secondary studies were identified through combined searches in different international databases. Search terms were selected to identify a range of psychosocial factors and to retrieve published journal articles, and systematic reports linking such factors to health-related outcomes.

### **Results**

In total, 14 job demands and 7 job resources were identified. Linking these to outcomes resulted in the identification of 273 potential associations. Taken together, the findings show what is known from previous research, namely that job demands are related to poorer health. As expected resources typically relate to better health outcomes that are beneficial for organizations and individual employees. Separating findings for women and men suggest that the overall linkages between psychosocial factors and health-related outcomes hold for both women and men. However, less is known regarding occupational variations.

### **Limitations**

A meta-review restricts specificity and detail.

### **Research/Practical Implications**

Adds to the systematic knowledge of health-related consequences of psychosocial factors at work, for research as well as practice.

### **Originality/Value**

The use of a meta-approach that discusses issues relating to gender and occupation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Fr-SYM-1615-4

## **Working in the Same Sector, in the Same Organization and in the Same Occupation: Women and Men Physicians'**

### **Work Climate and Health Complaints**

H. Falkenberg\*, K. Naswall, P. Lindfors, M. Sverke

### **Main Abstract Content: Purpose**

This study explores similarities and differences between women and men with similar working conditions (working within the same sector, in the same organization, and in the same occupation). Women and men were compared regarding 1) levels of psychological work climate and health complaints and 2) how the work climate related to health complaints.

### **Design/Methodology**

Questionnaire data were collected from 95 women and 105 men physicians who worked in the same acute care hospital in Sweden in 2001.

### **Results**

Results showed no gender differences in the job, role, leadership, or organizational characteristics. Women reported less workgroup cohesiveness and cooperation and more mental and physical health complaints than men. Role characteristics (overload/conflict/ambiguity) were related to more health complaints for both women and men. Workgroup cohesiveness and cooperation were related to less health complaints only for men.

### **Limitations**

The study did not account for women and men often working as physicians in different specialties and/or may perform different work tasks. The non-work domain was not investigated.

### **Research/practical implications**

This study indicates similarities between women and men when the work situation is similar, but suggests that some of the differences that appear in the larger structures of the gender-segregated labor market also seem to be present for women and men who work in the same sector, the same organization, and in the same occupation.

### **Originality**

**Previous research has underscored** the problem of finding samples that are large enough to allow comparing women and men working under similar working conditions.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee stress and burnout***

### ***Work stressors***

Fr-SYM-1615-5

## **Daily empowering leadership and employee job crafting: Uncovering the underlying process**

P. Le Blanc\*, H. Wang , E. Demerouti

### **Main Abstract Content: Purpose**

Job crafting enables employees to customize their jobs to their personal strengths and preferences. Leadership is assumed to be important to stimulate employee job crafting, but empirical research on this relationship is still scarce. By displaying empowering leadership, leaders may signal to their employees that it is legitimate to shape and redefine their jobs. We developed a day-level model proposing that: (a) empowering leadership is related to employee expansion oriented job crafting via meaning making and work engagement, and (b) the relationship between empowering leadership and meaning making is moderated by employees' needs for autonomy, competence and relatedness.

### **Design/Methodology**

Data were collected through a diary study among fifty-nine office employees of three different departments of the Dutch National Police Force. They were asked to fill out a diary questionnaire at the end of each working day, for a total of five days. We tested our model using multilevel structural equation modelling with Mplus 7.4.

### **Results**

Our model displayed good fit to the data. All proposed relationships were confirmed except for the day-level relationship between empowering leadership and meaning making, which was only significant and positive for employees with high daily needs.

### **Limitations**

All data were employee self-reports.

### **Research/practical implications**

This study uncovers the motivational process from empowering leadership to employee job crafting and the role of employee characteristics herein, thereby informing organizations on (in)effective ways to stimulate employee job crafting.

### **Originality**

Our study adds to the limited knowledge on the underlying processes linking leadership and job crafting.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Work stressors*

Fr-SYM-2607-3

**Teacher's Sleep Quality: A Study on the Link to Social Job Characteristics**

A. Elfering <sup>1,\*</sup>, C. Gerhardt <sup>1</sup>, D. Pereira <sup>1</sup>, L. Iseli <sup>1</sup>, M. U. Kottwitz

<sup>1</sup>Work and Organizational Psychology, University of Bern, Institute of Psychology, Bern, Switzerland

**Main Abstract Content: Purpose:** Evidence increases that social stressors at work challenge sleep quality. The current study tests whether restraint sleep quality (defined as lower sleep quality prior to vacation than sleep quality during vacation) is related to task-related and social job characteristics.

**Design/Methodology:** Forty-eight elementary school teachers filled out a questionnaire before and after vacation. Sleep quality during vacation was used as reference for working time sleep quality. Restraint working time sleep quality was identified as lower working times sleep quality than vacation times sleep quality.

**Results:** Mean levels of sleep quality increased during vacation. In teachers with restraint working times sleep quality experience of failure at work, social exclusion, and emotional dissonance were more frequent than in teachers with unrestraint working times sleep quality ( $p < .05$ ). Groups did not differ in levels of task-related stressors and resources and social support from supervisors.

**Limitations:** A limitation is the reliance on self-reports. **Practical Implications:** Vacation seems to increase recovery especially in those with restricted sleep quality during work times because those teachers showed increased sleep quality during vacation. At work those teachers reported more experienced failure, emotional dissonance and social exclusion than other teachers. Teacher education should address social aspects of teaching that threaten self-esteem in teachers work.

**Originality/Value:** A strength of the current research is the assessment of sleep quality during vacation that made a meaningful non-work-related reference level to individual sleep quality during work times.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Fr-SYM-1615-1

## **Job demands and job resources as related to job attitudes and work-related health outcomes among women and men with different occupations**

P. Lindfors\*, H. Falkenberg, M. Sverke

### **Main Abstract Content: State of the art**

Several models, including the job demands-resources (JD-R) model, describe how various psychosocial factors at work relate to different outcomes. This has resulted in abundant empirical research. Such primary research findings have been summarized in reviews and meta-analyses. Overall results show that job demands link to poorer attitudes, behaviours and health-related outcomes while resources typically link to attitudes, behaviours and health-related outcomes beneficial for both employers and individual employees. However, much secondary research focuses on specific outcomes meaning that few bring together a range of outcomes.

### **New perspectives/contributions**

Using the JD-R model as a meta-model, this symposium presents how job demands and resources relate a number of outcomes ranging from attitudes and behaviours to health-related outcomes. Additionally, factors such as gender and occupation are addressed. Specifically, two contributions introduce meta-review findings investigating how demands and resources relate to different outcomes while also addressing gender and occupation. The third contribution is a primary study of psychosocial factors at work and health in women and men within one occupation. The fourth contribution is a primary study of another occupation and uses a different design focusing on the interplay between different levels. The symposium ends with a discussion addressing assessment, integration of findings, and the balancing of different levels.

### **Research/practical implications**

The contributions and the final discussion aim to inform and inspire researchers and practitioners to address thoroughly the impact of psychosocial factors for women and men working in different contexts and occupations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Work-Life Interface***

***Work-family balance***

Th-SYM-2061-1

**Fitting in to find balance: A person-environment fit approach to work-life balance**

L. Meeussen <sup>1,\*</sup>, J. Delanoeije <sup>2</sup>

<sup>1</sup>Center for Social and Cultural Psychology, <sup>2</sup>Department of Work and Organisation Studies, University of Leuven, Leuven, Belgium

**Main Abstract Content: State of the Art** – Research shows finding a balance between work and family roles is a matter of various factors, such as personal strategies, (perceived) social support, and organizational and institutional policies. In this symposium, we combine these factors in a person-environment fit perspective, positing that the alignment between individuals and their environment is important to improve work-family balance. We investigate both antecedents and outcomes of fit, and bring evidence for the relevance of different forms of fit (between preferred, actual, and socially expected behaviors) and fit in different behaviors (ICT-use, work-family prioritization, and boundary management strategies).

**New Perspectives/Contributions** – This international symposium includes four papers. First, we highlight the importance of different types of fit for work-family conflict. Delanoeije and colleagues show that the fit between actual, preferred, and expected work-related ICT-use affects work-home conflict and organizational commitment. Meeussen and colleagues show that the fit between preferred and expected prioritization of work or family roles affect work-family trade-offs and conflict. Next, we look into factors that bring about fit: Peters and colleagues examine how boundary management preferences, work-behaviors, and organizational culture affect fit between actual and preferred boundary management strategies. Kossek presents a theory-based design of boundary management training to increase fit by bridging the gap between employees' boundary management needs and organizational support.

**Research/Practical Implications** – This symposium highlights the importance of a person-environment fit approach to work-family research and advances such research by revealing antecedents and outcomes of fit in different behaviors and with different stakeholders.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Sa-SYM-2228-1

**How to deal with modern working life? Impact of different crafting styles on work-life balance and well-being**

R. Brauchli <sup>1,\*</sup>, G. Jenny <sup>1</sup>, G. Bauer <sup>1</sup>

<sup>1</sup>EBPI, Epidemiology, Biostatistics, and Prevention Institute, Division of Public & Organizational Health, University of Zurich, Zurich, Switzerland

**Main Abstract Content: Purpose:** Changes in working world demand employees to act flexibly and individually. People can (pro)actively meet these challenges while staying healthy: Job crafting (shaping work situation), boundary crafting (setting reasonable work/private life boundaries), recovery crafting (ensuring recovery in private life). This study aims at the impact of these behaviors on work-life balance and health.

**Design:** The study is based on three waves of a longitudinal dataset. Participants were recruited through an online panel data service and filled out a questionnaire. All research questions will be answered applying adequate statistical methods.

**Results:** Preliminary results on cross-sectional level show that all crafting behaviors are interrelated while recovery crafting seems to be the most beneficial strategy. It shows high positive correlations with work-life balance and self-rated health and negative correlations with exhaustion, musculoskeletal disorders and sleeping problems. Longitudinal analyses will shed light on the causality of these relationships.

**Limitations:** Even though 3 waves are available only wave 3 consists all constructs. In wave 1 we assessed only job crafting and wave 2 boundary and recovery crafting. Moreover, all data is based on self-report.

**Implications/Value:** This study combines only loosely connected academic developments. It picks up on the approach of proactive structuring of the work and private life (crafting) and compares the various crafting behaviors in a common framework. The results of this study can be used to derive recommendations on favorable crafting behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Th-SYM-2061-5

**Boundary management training as organizational support for work-life inclusion**

E. E. Kossek\*

**Main Abstract Content: State of the Art** – Employees’ work-life boundaries management styles, the different ways that individuals synthesize physically and mentally work-life identities and work-nonwork borders range from integrating, to separating to cycling (Kossek et al., 2012). Yet most work-life policies do not effectively support work-life inclusion, defined as having a workplace culture and structure supporting employees’ synthesis of personal-life identities and boundary preferences with work demands in varied ways that allow them to fully contribute to organizational life (Ryan & Kossek, 2008). A research to practice gap exists. While studies document that employees with family and personal demands are often unhappy with organizational support for diversity in boundary management needs, little evidence-based training exists to bridge this disconnect.

**New Perspectives/Contributions** – New perspectives offered include: 1) theory-based design of boundary management training such as assessment, feedback, intergroup sharing of style tradeoffs, customized feedback, and goal setting strategies and tracking; and 2) updated boundary management style scales, with new subscales, technological dependence and time for self.

**Research/Practical Implications** – Participants have the opportunity to take sample items of the assessment and learn training design principles. Attendees gain practical understanding of how to use the training in research and teaching and adapt to student, industry and cross-national audiences.

**Originality/Value** – Little boundary management training exists to help individuals and organizations close the boundary management research to practice gap. New training is needed to help improve boundary management effectiveness on and off the job, such as managing transitions, time buffers, mindful focus, and multi-tasking.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Work-family balance***

Sa-SYM-2228-5

#### **How can we get it all and stay healthy? Boundary management, life-domain balance, and wellbeing**

R. Brauchli <sup>1,\*</sup>, M. Knecht

<sup>1</sup>EBPI, Epidemiology, Biostatistics, and Prevention Institute, Division of Public & Organizational Health, University of Zurich, Zurich, Switzerland

#### **Main Abstract Content: State of the Art**

Many employed people face at the same time both high work and high family demands. Changes in the working world such as more flexibility in time and location of work and electronic communication means give an extension of the working life into the private life a rise.

How do employed adults meet the demands of work and private life at the same time? How do they manage the boundaries between work and private life? How do they recover from work demands? How is this associated with health-related and work-related outcomes?

#### **New Perspectives / Contributions**

The four presentations of the current symposium investigate how employees manage the boundaries between different life domains and examine how this is associated with subjective wellbeing. In a first study three different behavior strategies will be introduced that possibly will help to stay healthy. In a second study, negative effects of work demands on recovery during private life will be presented. The third study displays how boundary management in an everyday life setting is associated with momentary subjective well-being. Study four investigates the association between boundary management, life domain balance and promotability.

#### **Research / Practical Implications**

The studies of this symposium show in longitudinal, in diary, time-sampling and supervisor-employee-dyad-studies the importance of the way how people manage the boundaries between their life-domains. Practitioner in the field of occupational health should take the boundary management into account when promoting occupational health. Especially in positions with are highly flexible and use new media this issue is of great importance for occupational health management.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Th-SYM-2061-2

**All wired, all tired: The moderating role of integration preferences and integration culture on effects of work-related ICT-use**

J. Delanoeije <sup>1,\*</sup>, M. Verbruggen, R. De Cooman, N. Gadeyne

<sup>1</sup>Department of Work and Organisation Studies, University of Leuven, Leuven, Belgium

**Main Abstract Content: Purpose** – This study examines whether work-related use of ICT (i.e., smartphone and PC/laptop) off work is related to (1) higher work-to-home conflict and (2) higher organizational commitment. Building on attitude-behavior consistency and self-determination theory (Cialdini, 1993; Deci & Ryan, 2000), we study whether these effects are moderated by personal integration preference and organizational integration culture.

**Design/ Methodology** – We collected survey data from 411 working parents and conducted stepwise regression analyses.

**Results** – In general, more work-related PC/laptop-use off work was linked to higher work-to-home conflict; however, as hypothesized, this relationship depended on people's integration preference and on the organizational integration culture. Particularly, for employees with a high integration preference, more PC/laptop-use was linked with less rather than with more work-to-home conflict, but only if they perceived a low integration culture. Additionally, both smartphone- and PC/laptop-use were associated with higher organizational commitment.

**Research/Practical Implications** – While ICT-use has been put forward as a risk for employee wellness, our results show that the occurrence of negative effects depends on (1) the type of ICT-use (2) people's integration preference and (3) organizational culture. In addition, we showed that ICT-use may have beneficial effects as well.

**Limitations** – Data are cross-sectional and self-reported.

**Originality/Value** – Employees' integration preference has only recently been put forward as a moderator of effects of ICT-use (Derks et al., 2016). Our results validate the relevance of personal integration preferences but also emphasize how beneficial effects may be hindered by a manifest organizational integration culture.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Work-Life Interface*

*Work-family balance*

Th-SYM-2061-3

**Living up to expectations: How fit between preferred and socially expected work vs. family prioritization affect work-family conflict and trade-offs**

L. Meeussen\*, E. Haines, C. Van Laar

**Main Abstract Content: Purpose** – In search of a satisfying work-family balance, working parents not only need to take into account their own preferences, but also the social expectations or norms they experience from people in their work (supervisor, co-workers) and family (partner, family) environment. In this research, we investigate the normative pressures men and women perceive to prioritize their work versus their family – and how the fit between own preferences and these different normative forces affect work-family (F-W) conflict and trade-offs.

**Design/Methodology** – 235 working parents filled out a quantitative online survey about their daily life.

**Results** – Working mothers and fathers experienced different normative ‘pushes’ and ‘pulls’ from their social environments. Both the direction of and the variation in these norms affected experienced work-family conflict and trade-offs; and this interacted with own prioritization preferences such that a stronger misfit between a person and his/her environment related to more conflict experiences and trade-offs made in favour of the to-be-prioritized role.

**Limitations** – We cannot make causal conclusions from these cross-sectional data.

**Research/Practical Implications** – Outlining the gendered normative pressures people experience in managing their work and family roles reveals the social processes that may reinforce stereotypical choices and views of working men and women. Moreover, our results provide recommendations for organization cultures and management styles that reinforce or buffer work-family conflict experiences of male and female employees.

**Originality/Value** – The (variation in) prioritization norms working parents experience and their effects have not yet been outlined.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Th-SYM-2061-4

**Pushing the boundary: The influence of structure and culture workers' boundary management in new work environments**

P. Peters\*, R. Blomme, D. Derk

**Main Abstract Content: Purpose** Work-life balance depends on workers' say in how to manage work-life boundaries. Building on boundary theory, we studied how workers' preferred boundary-management strategy (preferred work/non-work segmentation), enacted work-behaviours, and employees' perceptions of the organization's availability culture (availability pressures exercised by supervisor, colleagues, and customers) influence two boundary management outcomes: 1) employees' enacted boundary management strategy (actual segmentation) and 2) misfit (incongruence in preferred and enacted boundary-management strategies).

**Methodology** We conducted a quantitative study among 162 knowledge workers in two subsidiaries of a large international company in Belgium and the Netherlands that had implemented New Ways of Working [job autonomy/time-spatial flexibility] to encourage work-life balance.

**Results** Segmentation preference was found to be the strongest single predictor of enacted segmentation. Employees' autonomous work-behaviour positively related to enacted segmentation. However, employees' perceived normative availability-expectations by supervisors and colleagues' behavioural availability negatively affected enacted segmentation. Enacted job autonomy reduced the odds of misfit ('too much integration'), whereas this was increased by workers' segmentation preference and colleagues' behavioural availability.

**Limitations** This cross-sectional design does not allow to test causality.

**Research/Practical Implications** Enabling autonomous work-behaviour can contribute to fit between enacted and preferred boundary-management, possibly enhancing work-life balance. However, a culture signalling the need for to be available for supervisors may reduce this effect. Moreover, enacted integration by co-workers may lead to (too much) integration.

**Value** Both structural (and how this translates into individuals' work behaviors) and cultural factors are included to analyze enacted segmentation and 'boundary misfit'.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Sa-SYM-2228-2

**Time pressure and unfinished tasks as daily varying work stressors: Short-term effects on affective well-being and morning recovery**

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<sup>1</sup>University of Fribourg, Fribourg, Switzerland, <sup>2</sup>Humboldt University Berlin, <sup>3</sup>Humboldt University, Berlin, Germany

**Main Abstract Content: Purpose**

Research on the linkage between work stress and employee well-being is an important topic in I&O research. Until recently, there has been an increasing number of intensive longitudinal studies that revealed the role of daily work stressors for strain including affective well-being, and recovery. In order to broaden the knowledge about the time course of stressor-strain relationships at the within-person level, I&O scholars recently recommended to consider time-related information about (a) when things happen and (b) when individuals react to these events. By applying a dynamic modeling approach, we addressed this issue and we examined time-lagged associations between daily time pressure, unfinished tasks, momentary affective well-being and morning recovery.

**Design/Methodology**

We used data from an experience sampling study with employed fathers (N = 75) who participated for a period of eight consecutive workdays.

**Results**

Estimates resulting from continuous-time structural-equation models (ctsem) revealed the negative relationships between time pressure and morning recovery, as well as between unfinished tasks and affective well-being. Both results indicated considerable effect sizes over the period of several days.

**Limitations**

Potential sample bias limited the generalizability of our results.

**Research/Practical Implications**

Researchers could build upon our exemplary application of ctsem in order to improve empirical knowledge on time-lagged stressor-strain relationships at the within-person level. Organisations should consider potentially detrimental outcomes of time pressure and unfinished tasks.

**Originality/Value**

This study used a novel methodological approach and answered questions on the time course of stressor-strain relationships.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Sa-SYM-2228-3

**Boundary Management: A Time-Sampling Study on the interplay of Work and Private Life in Middle Adulthood**

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**Main Abstract Content:** *Purpose:* In most of the studies on boundary management, integration/segmentation (or related constructs) are assessed as general and aggregate self-evaluations. In contrast, the current study assesses the integration and segmentation of work, family, and leisure in an everyday setting using a measurement burst design, allowing to describe boundary management and its relations on subjective well-being on a daily level.

*Design/Methodology:* The current 20-day measurement burst study ( $N = 89$  employed adults, 30 - 55 years,  $M_{age} = 42$ ) assessed at each measurement point ( $M = 126$  measurement points), reported where participants were, to which life-domain their activity belonged, and about which life-domain there were thinking.

*Results:* In the majority of all situations captured in the measurement burst, participants segmented their life domains. Furthermore, results show that incongruity within the content (activities and thoughts) and between content and context (i.e., location) is related negatively to indicators of subjective well-being and goal relations (lower goal facilitation, higher goal conflict). In contrast, integration, defined as thoughts or activities that serve more than one life domain, is associated with higher subjective well-being and better goal relations.

*Limitations:* All data is based on self-report and limited to the Swiss context.

*Research/Practical Implications:* The decisions on where and when to draw a line between different life domains seems to be crucial for both subjective well-being and perceived goal conflict and goal facilitation in everyday life.

*Originality/Value:* The current assesses integration and segmentation of life-domains on a momentary basis and not as a general evaluation.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Sa-SYM-2228-4

### **The Influence of Boundary Management on Home-to-Work Conflict and Promotability**

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**Main Abstract Content: Purpose:** Increasing demands to manage the boundaries between work and home can result in poor performance in these domains and Work-Home conflict. We investigate how the preference to integrate the work and home domains (Ashforth, Kreiner, & Fugate, 2000) influences Home-to-Work conflict (Kreiner, 2006) and promotability. We argue for a moderated mediation, in which Home-to-Work conflict mediates the effect of employees' integration preference on promotability. Moreover, we assume that this effect is buffered if the employee's supervisor also prefers integrating work and home.

**Methods:** We conducted an online survey with supervisor-employee-dyads ( $N=30$ ). To test our hypotheses, we applied moderated mediation analysis with PROCESS.

**Results:** Analyzing the data of the preliminary sample partly confirmed our hypotheses. Employees with a higher integration preference showed higher Home-to-Work Conflict, and this effect was moderated by the supervisor's integration preference. Home-to-Work Conflict had a negative effect on promotability. As expected, the indirect effect decreased with higher values of the supervisor's integration preference, but none of the conditional indirect effects was significant.

**Limitations:** As our results are based on survey data, we cannot rule out common method bias.

**Research/Practical Implications:** Our study implies that the supervisor is an important boundary condition for the effect of employees' boundary management on their promotability. Future research could further investigate the influence of employee-supervisor fit on careers.

**Originality/Value:** Our study contributes to linking career and work-home research (Greenhaus & Kossek, 2014). Additionally, we include interaction effects between employees and supervisors in the study of boundary management and careers

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Fr-SYM-2618-4

**Consequences of life-domain (im)balance among French volunteer fire-fighters**

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<sup>1</sup>Aix Marseille Univ, LPS, Aix-en-Provence, <sup>2</sup>Fondation Adolphe de Rothschild, Unité de Chronobiologie, Paris, France

**Main Abstract Content:** Our purpose is to understand the role of work-family balance (WFB) with focus on occupational health and organisational withdrawal among French volunteer fire-fighters. The issue of WFB is considered of a particular importance in the light of specific features of the examined population.

The study is conducted in 2 phases: 1) semi-structured interviews (n = 12) with the purpose to identify the domains relevant to WFB and its possible consequences ; 2) a composite survey (n = 188) to measure previously identified variables. Among the WLB-relevant outcomes were examined : burnout, job satisfaction, organisational commitment and turnover intention. The data were processed in SPSS 19.00 and LISREL 8.80. A model of latent variables is established.

The study indicates that imbalance between different life domains has a positive indirect effect onto turnover intention. The aforementioned effect is double-mediated by burnout and job satisfaction. In addition, some factors buffering turnover intention are identified: job involvement, affective organisational commitment and organisational support.

The following limits of the study should be outlined : 1) its cross-sectional nature; 2) a non-probabilist sample.

The originality of the study consists in identification of WFB as a predictor of burnout in spite of the previous research focused on the effect of job characteristics onto occupational health. Integrating an WFB strategy into the organisational agenda of Fire and rescue services would reinforce the positive effect of organisational support and thus prevent volunteer firefighters from quitting. In terms of practical implications, in WFB management software's development is further envisaged.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Work-Life Interface***

***Work-family balance***

Fr-SYM-2618-3

**Work-life balance in the EU – what are the contextual issues and concerns?**

A. McDowall\* on behalf of LIEBEN (cross disciplinary academic/ practitioner working group on WLB), M. Burakova on behalf of LIEBEN (cross disciplinary academic/ practitioner working group on WLB), C. Hellemans on behalf of LIEBEN (cross disciplinary academic/ practitioner working group on WLB)

**Main Abstract Content:**

**State of the Art**

This paper focuses on the organizational, legislative and societal context for work-life balance research reviewing relevant peer reviewed, but also grey (unpublished) literature.

**New perspectives/ contributions**

More specifically, the key themes are a) how is work conceptualised and ‘regulated’ (e.g. adherence to the EU working time directive, typical work patterns, how is flexible working accommodated), b) changing families and earning patterns (e.g. dual earner and patch-work families, regional issues including underemployment) and c) the impact of new technologies, including any directives around email use and remote communication.

**Research implications**

We will conclude with a strong message for work-life balance research to place importance on national, regional and societal context.

**Originality**

There have been several local changes in legislation in the UK (e.g. about rights to request flexible working), but few papers have considered the direct relevance to future research focus, design and methodology.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Fr-SYM-2618-5

**Working condition, need for recovery and psychological health. Comparison among business sectors in Belgium**

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**Main Abstract Content: Purpose.** Work-life balance study analyses traditionally conflict and enrichment in the work-home interactions. On the premise that work is determined by formal rules about job- duration and demands, this paper focus on the passage between the work period and the non-work one. We hypothesize that need for recovery after work and before non-work life is a mediator variable between working conditions and psychological health.

**Design/Methodology.** Thanks to the collaboration with Belgian Federal Public Service Employment, Labour and Social Dialogue and Belgian Association of Occupational Health Physicians, we collected data from 1400 workers in different business sectors (trade, catering, education, transportation, health, bank). The data were collected by questionnaire with the help of occupational medicine. Measured working conditions were demands (quantity and complexity) and resources (learning opportunities and participation opportunities). Indicators of psychological health were stress and pleasure at work.

**Results.** We used SPSS 23 and PROCESS. Among the business sectors, need for recovery mediated partially or totally the link between working conditions and stress and pleasure. **Limitations.** The limits of the study are its cross-sectional design and the use of self-report measures.

**Research/Practical Implications.** Beyond conflict or enrichment, need for recovery highlights the interest of measuring the passage between work and life time, in different contexts where intensification of work progresses again and again.

**Originality/Value.** The study compares the data from six Belgian business sectors (n=14

**Disclosure of Interest:** None Declared

**Keywords:** None



***Work-Life Interface***

***Work-family balance***

Fr-SYM-2618-1

**Always on and never off? Implications for work-life balance management beyond work and family.**

A. Mcdowall\*, G. Kinman, C. Grant, C. Quinones-Garcia

**Main Abstract Content:**

**Purpose**

The objective of this practitioner-focused research study was to explore a) who is responsible in organisations for managing the use of portable ICT technology and b) what the potential benefits and drawbacks are of using such technologies to identify areas for future in depth enquiry.

**Design/ methodology**

A two-part survey was conducted with a purposive sample of near 400 UK participants across diverse sectors and organisation sizes, with respondents with varying levels of management responsibilities.

**Results**

The quantitative findings showed that over 50% of organisations do not have formal policies in place regarding ITC use; where there is any ownership the IT or communications department (rather than line management or occupational health) are responsible for overseeing usage. The benefits of ICT use are perceived productivity and better communication; but this is paralled by negative impact on working relationships and well being.

The qualitative findings show how ICT use is complex, but that negative effects go undetected for too long given a lack of awareness and increased organisational expectations.

**Implications for research and practice**

We discuss the implications for robust follow up research including a tri-domain approach which includes 'online lives and work', as well as the need for training and clear organisational responsibilities and policies.

**Originality/ value**

This is the first survey to address the "who is responsible for being always on" question in the UK.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Fr-SYM-2607-4

**The role of social stressors and social resources at work for well-being at home: A diary study**

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<sup>1</sup>University of Muenster, Muenster, Germany

**Main Abstract Content: Purpose:** This diary study focuses on predictors of daily work-to-life enrichment and emotional exhaustion. Drawing on the work-home resources model by ten Brummelhuis and Bakker (2012), we investigated a sample of church-employees who work with different people from congregation every day. Working with people may offer appreciation, but also consumes resources. We examined daily rewarding relationships and sensitivity requirements, rated if challenging or hindering, at work.

**Design/Methodology:** Our six-day diary study was conducted via online questionnaires. Seventy nine church-employees ( $N=311$  daily measurements) took part in the study. Sensitivity requirements, their evaluation and rewarding relationships were assessed after work. Emotional exhaustion and work-to-life enrichment were assessed before going to bed.

**Results:** Hierarchical linear modeling showed that rewarding relationships enhances work-to-life enrichment while the perception of sensitivity requirements as a hindrance stressor was negatively associated with work-to-life enrichment. Emotional exhaustion was predicted by the perception of sensitivity requirements as hindering.

**Limitations:** We did not assess any personal resource as a mediator to better approach the work-home resources model. Further this study lacks a third questionnaire in the morning which could enlighten the next day's work motivation after an exhausting day of work.

**Implications:** Our results emphasize the perception of stressors as a challenge vs. hindrance being more important rather than only assessing the intensity. Training the perception of sensitivity requirements would be important for church employees and other social workers.

**Originality/Value:** Our study is among the first ones to show the relevance of daily stress appraisal for well-being and work-life-balance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Work-Life Interface***

***Work-family balance***

Fr-SYM-491-1

**When parenthood becomes prominent: Individual & contextual predictors of gender parity in (un)paid labor**

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<sup>1</sup>Business Administration, Technical University of Munich, Munich, Germany

**Main Abstract Content: State of the Art**

The work-family interface is an increasingly relevant topic as more women are employed during childbearing, modern couples often include two working parents, and countries or organizations institute new policies intended to aid employees' reconciliation of the professional and private spheres. However, existing research is limited by its focus on women and its emphasis on cross-sectional surveys which preclude causal claims and comprehensive knowledge of a critical, dynamic work-family event: pregnancy.

**New Perspectives/Contributions**

Pregnancy and new parenthood is a common yet understudied occurrence, despite this critical event's implications for unpaid labor. Indeed, unpaid labor is a persistent and pervasive form of inequality with implications for men (and women's) family involvement, as well as women (and men's) career outcomes. The richness and complementarity of our samples and methods provide compelling evidence of employees' transitions to parenthood from both supply- and demand-side perspectives, measured at the micro- (e.g., employees), meso- (e.g., couples, leaders), and more macro-levels (e.g., organizational culture, social norms). We provide comprehensive evidence from multiple methods (e.g., causal chain, panel data, longitudinal data from couples, experimental and field research), to assess several central players (e.g., expecting/new mothers *and* fathers, supervisors) over an extended period of time: 3 years before and after a baby is born.

**Research/Practical Implications**

We elucidate several key individual and contextual influences (e.g., gender, weight, personality, partners, supervisors, work-family culture and parental leave policy) and outcomes (e.g., leave awards and reactions to recipients, life and leisure satisfaction) at a critical work-family juncture.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Sa-SYM-698-5

**Work and family: Still enemies or already allies? Latest research advancements**

**Part 1**

A. I. Sanz-Vergel <sup>1,\*</sup>, A. Rodríguez-Muñoz <sup>2</sup>

<sup>1</sup>Norwich Business School, University of East Anglia, Norwich, United Kingdom, <sup>2</sup>Complutense University of Madrid, Madrid, Spain

**Main Abstract Content: State of the art:** Since the work of Pleck (1977), there has been a well-established line of research on the dynamics between the work and the family domains. Despite the advancements in this area, we still need to clearly identify the impact of work-family conflict not only on the employee but also on other members of the family- including children, and whether this is an experience that highly fluctuates over time. In this first part of the symposium, we address these two gaps by including four studies using data from multiple sources.

**New perspectives/Contributions:** In the first study, Xanthopoulou and colleagues demonstrate that parents' workload spills over to the home domain in the form of exhaustion and crosses over to their children, impairing their well-being. The second contribution by Rodríguez-Muñoz and colleagues shows that day-level happiness mediates the relationship between day-level mindfulness at work and spouse-reported outcomes (daily work-family conflict and relationship satisfaction). In the third contribution, van Hoof and colleagues examine the differential effects of sharing negative and positive daily work-related experiences with one's partner on recovery. Finally, the study by Sanz-Vergel and Rodríguez-Muñoz shows that employees' problems to balance work and family have an impact on their partner's ability to detach from home the next day, which in turn affects their performance at work.

**Research/Practical implications:** The experience of work-family conflict has important consequences for significant others, including children. Also, these effects occur on daily basis. More multi-source and diary designs are needed in this field of research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Sa-SYM-700-5

**Work and family: Still enemies or already allies? Latest research advancements**

**Part 2**

A. Rodríguez-Muñoz <sup>1,\*</sup>, A. I. Sanz-Vergel <sup>2</sup>

<sup>1</sup>Complutense University of Madrid, Madrid, Spain, <sup>2</sup>Norwich Business School, University of East Anglia, Norwich, United Kingdom

**Main Abstract Content: State of the art:** The majority of the tested theoretical models in the field of work-family focus on job-related outcomes such as job satisfaction work performance, and possible buffering mechanisms such as the level of support (Voydanoff, 2004). However, novel perspectives such as job crafting or social comparison processes have not been explored so far in relation to the work-family literature. In this second part of the symposium, we address these gaps by including four studies using different methodologies to delve into the processes of work-family conflict and enrichment.

**New perspectives/contributions:** In the first contribution, Tavares and Sanz-Vergel found evidence for the moderating effect of climate for family sacrifice in the relationship between work-family conflict and job crafting. In the second study, Antino and colleagues examine the effect of expressive writing interventions (expressing one's experience through writing) on work family balance and work family conflict. The third contribution by Corts and colleagues propose a moderated mediation model focused on social comparison processes. Finally, Danyang and colleagues examine the family-to-work enrichment process and show that employees who capitalize on experienced positive events during the evening are more prone to seeking social resources the next day at work.

**Research/Practical implications:** Work and family are not necessarily enemies but also allies. Positive expression of emotions, proactive behaviors and personal resources such as social comparison orientation may generate positive synergies between these two spheres or ameliorate the negative effects of work-family conflict. More intervention studies in this area of research are needed.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Sa-SYM-698-1

**Don't sweat it: The impact of employees' work-family conflict on partner's job performance**

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<sup>1</sup>Norwich Business School, University of East Anglia, Norwich, United Kingdom, <sup>2</sup>Complutense University of Madrid, Madrid, Spain

**Main Abstract Content: Purpose:** The objective of this study is to examine the impact of employees' work-family conflict on their partner's ability to detach from home the next day. This lack of detachment, in turn, will affect partner's performance at work.

Moreover, we aim to explore whether low performance hinders detachment in the evening.

**Design/Methodology:** We used a daily diary design and collected data from 146 working couples. The participants filled in a diary booklet with measures of home detachment and task performance (measured in the afternoon) and work-family conflict and detachment from work (measured in the evening).

**Results:** Our findings show that employees' problems to balance work and family have an impact on their partner's ability to detach from home the next day, which in turn affects their performance at work. As expected, lack of performance leads to problems to detach from work.

**Limitations:** This study does not include variables at the couple level (e.g., frequency of communication). Also, there may be third variables explaining the relationship between employees' work-family conflict and partner's lack of home detachment.

**Research/Practical implications:** There are cognitive aspects related to the private domain that affect performance and the origin of this problem is found in the partner, not in the individual. When employees face family problems, they should be provided with enough support at work (e.g., supervisor and colleagues support and family-friendly policies).

**Originality/Value:** This is the first study showing how partner's and not one's own work-family conflict affects performance through a lack of home detachment.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Sa-SYM-700-2

**Sharing Social Resources: How Capitalizing on Positive Family Events is related to Job Crafting and OCB**

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<sup>1</sup>Erasmus University Rotterdam, Rotterdam, Netherlands

**Main Abstract Content: Purpose** – Based on the Work-Home Resources Model, this research aims to investigate the family-to-work enrichment process. Specifically, we focus on how social resources transmit from the family to the work domain. Individuals who experience positive events and share these events with significant others during the evening may be more inclined to proactively interact with colleagues and supervisors to seek social resources the next day at work, which in turn, may increase helping behavior towards others (OCB).

**Design/Methodology** – A within-person daily diary research design was used. Participants are working parents from China. They completed two short diary questionnaires per day (at 17:00, and 21:00) for five consecutive working days. We matched evening surveys from Days 1-4 with afternoon surveys from Days 2-5. This resulted in a final sample of 91 participants on the between-person level and 374 daily surveys on the within-person level.

**Results** – In line with our hypotheses, employees who capitalized on experienced positive events during the evening reported more job crafting in the form of seeking social resources the next day at work, which consequently contributed to their OCB.

**Limitations** – All the variables examined in our study were measured by self-report and only tested the within-level process of family-work enrichment without cross-level moderators.

**Research/Practical Implications** – The findings suggest that sharing positive events with others may build social resources by fostering positive social interactions.

**Originality/Value** – This study extends family-work enrichment research by looking into the process of social interactions in both family and work domain from a work-home resources perspective.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Work-Life Interface*

*Work-family balance*

Sa-SYM-698-2

**Sharing positive and negative work-related experiences with one's partner:**

**Within-person and cross-over effects on daily recovery**

M. Van Hooff<sup>1</sup>, S. Geurts<sup>1</sup>, A. Molleman

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**Main Abstract Content: Purpose:** Extending insight in recovery from work-related load effects by examining i) if sharing negative work-related experiences with one's partner (i.e. 'negative sharing') related negatively to one's own recovery status as well as that of one's partner, and ii) if sharing positive work-related experiences with one's partner (i.e., 'positive sharing') related positively to one's own as well as one's partner's recovery status.

**Design/Methodology:** 5-day daily diary study (2 measurements daily) among both partners of 47 heterosexual working couples.

Fatigue, stress and relaxation were included as indicators of recovery.

**Results:** Male partner's negative sharing related to increases in their stress levels at the end of the evening, whereas their positive sharing related to decreased levels of this indicator of recovery. For female partners, negative sharing was related to lower levels of relaxation and higher levels of stress at the end of the evening. With respect to cross-over effects, female partner's negative sharing was positively related to male partner's level of fatigue at the end of the evening.

**Limitations:** The study has a relatively small sample size and its design precludes causal inferences.

**Research/Practical Implications:** Results indicate that negative sharing negatively affects recovery for both male and female partners, and that its effects cross-over from female to male partners only. Positive sharing only benefits male partners in terms of recovery.

**Originality/Value:** This study is among the first to examine associations between positive and negative sharing and recovery among both partners in a romantic couple.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Sa-SYM-700-3

**Two in distress make sorrow less: a work-life conflict moderated mediation model**

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<sup>1</sup>Social Psychology, University of Seville, Seville, Spain

**Main Abstract Content:** *Purpose:* The negative consequences of high job demands on well-being are well-known. High job demands implies a lost of time and energy which in turn can impact on work-life conflict experiences and negatively impact on individuals' well-being. Some individuals tend to compare with others to self-evaluation and self-improvement (Gibbons and Buunk, 1999). Under stressful situations, individuals with high social comparison orientation might actively cope with it. Building on the Job Demand-Resource Theory (Bakker and Demerouti, 2014), we hypothesized that individuals' social comparison orientation (SCO), as a personal resource, will moderate the indirect effect of job demands on engagement through work-life conflict experiences. *Design/Methodology:* A cross-sectional study was conducted with 506 Spanish nurses. PROCESS Hayes (2013), a macro for SPSS was used to test simple mediation and moderated mediation. *Results:* Results provided empirical support to the moderated mediation model. We found that the indirect effect of job demands on engagement via work-life conflict occurred in nurses only with lower levels of SCO. *Limitations:* This study only consisted of a sample of nursing employees. Despite the wide range of the sample, results are not generalizable to other productivity sectors. *Research/Practical Implications:* These findings suggest that, under stress situations, SCO is able to mitigate the negative outcomes in terms of work-life conflict experiences and engagement. *Originality/Value:* To our knowledge, this is one of the first studies to link work-family processes with flourishing representing a positive and active well-being outcome.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Work-family balance***

Sa-SYM-700-4

## **Work-family conflict and job crafting in a diary study: the moderator role of work-family climate**

S. M. Tavares\*, A. I. Sanz-Vergel <sup>1</sup> and EAWOP17-SYMPOSIUM-700

<sup>1</sup>University of East Anglia, Norwich, United Kingdom

### **Main Abstract Content: Purpose**

This study aimed to investigate whether feeling that work collides with one's family life (work-family conflict, WFC) influences the way people proactively initiate changes in their tasks and in the social boundaries at their work (job crafting). Work climate for family sacrifice was tested as a boundary condition for that effect.

### **Design/Methodology**

We conducted a diary study with 66 employees over 8 working days.

### **Results**

Results showed that depending on the perceptions people had about the school's climate for family sacrifice, they used different daily job crafting strategies to cope with the WFC they felt on a diary basis. When teachers considered that their school would expect them to sacrifice their family in favor of their job, they actively looked for social resources as a way of coping with the daily WFC experienced. However, when the climate for family sacrifice was perceived to be low, teachers dealt with daily WFC lowering their enactment of developmental job crafting behaviours.

### **Limitations**

Although we assessed our variables at different points in time during the working days, our correlational data structure does not allow to draw causal conclusions.

### **Research/Practical Implications**

Our findings suggest that if managers want their employees to craft their job through searching for more developmental challenges, they should create conditions to develop a climate where the employees would not be expected to sacrifice their families and also create the conditions to lower their experience of WFC.

### **Originality/Value**

This paper brings together the literature on work-family interface and job crafting, what is a new approach.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Work-family balance***

Sa-SYM-698-4

## **Does parents' work affect their children's well-being?**

### **The mediating role of parental support and social undermining**

D. Xanthopoulou <sup>1,\*</sup>, E. Pavlidou <sup>1</sup>, M. Kostouli <sup>1</sup>

<sup>1</sup>School of Psychology, Aristotle University of Thessaloniki, Thessaloniki, Greece

#### **Main Abstract Content: Purpose**

Empirical evidence supports the spillover of employees' negative experiences from work to home and consequently, the crossover of these experiences to significant others at home. However, research has mainly focused on crossover effects from the one partner to the other at home thus, neglecting potential effects on children's well-being. On the basis of the spillover-crossover model, we hypothesized that parents' workload spills over to the home domain (i.e., exhaustion at home) through the enhancement of job exhaustion, and that parent's exhaustion at home crosses over to their children and impairs their well-being [i.e., negative emotions and life (dis)satisfaction]. This crossover effect was expected to be mediated by (low) parental support and (high) children's social undermining by their parents.

#### **Design**

102 dual-earner couples and their children participated in the study. Children reported on their own well-being and undermining.

#### **Results**

Path analyses supported the negative spillover from work to home for both partners. However, the full indirect effect from parents' workload to children's negative emotions has been supported only for women and only for parental support as a mediator. Also, children's undermining by their fathers related to children's negative emotions (positively) and life satisfaction (negatively).

#### **Limitations**

We have solely focused on negative spillover-crossover effects thus, neglecting potential work-home enriching processes.

#### **Research/practical implications**

Job redesign strategies aiming at protecting employees' well-being may also prevent well-being impairments to employees' children.

#### **Originality/value**

This study uncovers the mechanisms under which parents' work experiences determine their children's well-being, as well as gender differences in these processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Sa-SYM-698-3

**The impact of daily mindfulness at work on the family domain:**

**A spillover-crossover approach**

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<sup>1</sup>Complutense University of Madrid, Madrid, Spain, <sup>2</sup>ISCTE Business School, Lisbon, Portugal

**Main Abstract Content: Purpose:** Although extant research has offered valuable insights about the benefits of mindfulness at work (e.g., Hülshager et al., 2013), the identification of its interpersonal effects is still developing. In this multi-source daily diary study we explore the impact of daily mindfulness at work on family domain outcomes (i.e., work-family conflict and relationship satisfaction). Moreover, we aim to explore whether daily happiness mediate this relationship.

**Design/Methodology:** We conducted a daily diary study with a sample of 120 participants (60 employees and their spouse daily reports) during 5 consecutive working days.

**Results:** Multilevel analyses showed that daily mindfulness at work was positively related to daily relationship satisfaction (spouse-reported), and negatively to daily WFC (spouse-reported). Mindfulness was also related to end-of workday daily happiness. In addition, day-level happiness mediated the relationship between day-level mindfulness at work and day-level spouse report outcomes (WFC and relationship satisfaction).

**Limitations:** Although we collected information at different points during the week, our analytic approach does not allow us to conclude in causal terms. We assessed relationship satisfaction using a single-item measure, raising concerns about the reliability of the measure.

**Research/Practical implications:** Our findings suggest that mindfulness at work impact not only at the intrapersonal level, but transfer into the family domain by reducing strain at home (WFC) and increasing spouse' relationship satisfaction.

**Originality/Value:** We expand existing research of in the field of mindfulness at work by including significant other-reports of strain and well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Fr-SYM-353-1

**Positive Work Reflection And Well-being Among Dual-earner Couples: Work-linked Relationship Status As Moderator**

J. Walter <sup>1,\*</sup>, V. C. Haun <sup>1</sup>

<sup>1</sup>Johannes Gutenberg University Mainz, Mainz, Germany

**Main Abstract Content:**

**Purpose:** Thinking about the bright sides of one's job during off-job time can be a resource-providing experience, which is positively associated with employees' well-being. Similarly, employees' partners affect employees' well-being due to crossover processes. We hypothesized that not only employees' own positive work reflection (PWR) but also their partners' PWR is positively associated with employees' well-being (low emotional exhaustion and high life satisfaction). Moreover, we expected these relations to be more pronounced when both partners share a profession and/or their workplace (i.e., when they are work-linked) because the work-link allows them to more strongly identify with their partners.

**Design/Methodology:** The study used questionnaire data from 194 individuals nested in 97 dual-earner couples.

**Results:** We analyzed the data with multi-level analyses using the Actor-Partner Interdependence Model. Employees' PWR was associated with increased life satisfaction and decreased exhaustion. Couples' work-link moderated the relation between employees' PWR and exhaustion. The relation was stronger for work-linked couples. Partners' PWR was associated with employees' increased life satisfaction only in work-linked couples. Partners' PWR was unrelated to employees' exhaustion, both in work-linked and non-linked couples.

**Limitations:** Our cross-sectional design does not allow causal inferences.

**Practical Implications:** Employees benefit both from their own and their partners' PWR, particularly when they are work-linked. Hence, dual-earner couples should be encouraged to think positively about their work during off-job time.

**Originality/Value:** This study extends our knowledge about crossover processes in dual-earner couples by investigating work-linked relationship status as moderator. Moreover, it highlights the benefits of PWR in a dyadic context.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Fr-SYM-353-6

**"It Will Only Take a Minute": The Planning Fallacy as a Personal Demand in Home-To-Work Processes**

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**Main Abstract Content:**

**Purpose:** This paper explores individuals' tendency to underestimate the amount of time it takes to complete tasks (especially complex ones) – termed the planning fallacy (Kahneman & Tversky, 1979) – and how this impacts people's work-nonwork outcomes. Specifically, individuals' home demands and resources are measured as are their work performance and well-being outcomes, that is, task performance and strain. Drawing on decision making research on biases and the work-home resources model, I argue that people's propensity for the planning fallacy (PPF) mediates these indirect effects.

**Design/Methodology:** Study 1 is a self-report Internet survey measuring participants' home resources and demands, PPF (Wave 1), task performance, and well-being (Wave 2). Study 2, starting in November 2016, will extend these findings by focusing on multi-source data.

**Results:** Following data collection (and completion of Study 2), the model will be assessed.

**Limitations:** Study 1 measures are self-reports. The two-wave design does not fully separate the process variables.

**Research/Practical Implications:** This paper augments previous and current calls for research on individuals' work-family decisions, including related cognitions. Practically, individuals and organizations should recognize that most individuals experience the planning fallacy and strive to set habits accordingly.

**Originality/Value:** This is an initial investigation of the planning fallacy as it relates to people's home-to-work process, as described in the work-home resources model. This research merges active areas of inquiry in the work-family and decision making literatures.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Fr-SYM-353-5

**Time in Work-Family Research: Past, Present, and Future**

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**Main Abstract Content:**

**Purpose:** In recent years there has been increased interest in temporal issues within the organizational sciences (Shipp & Cole, 2015). Moreover, time-related concerns have long played a role in work-family scholarship (Allen, 2012). For example, time scarcity is thought to contribute to the occurrence of work-family conflict, flexible work arrangements are thought to enable time management, and longitudinal designs that account for change in work-family variables across time have become more common. Despite this interest, the current treatment of time within the work-family literature is limited.

**New Perspectives/Contributions:** We use the framework provided by Shipp and Cole to examine the current state of the work-family literature with regard to several time-related concepts. Time-related constructs include those that focus on how individuals use or manage their time and how individuals perceive time. Within the work-family literature, greater attention has been given to how individuals use their time (e.g., number of hours devoted to work and/or family roles) than to how individuals think about time (e.g., temporal focus).

**Research/Practical Implications:** Our review will bring to the fore the way time has been considered in work-family research and opportunities for future considerations that will advance our understanding of how individuals experience and manage their work and family roles.

**Originality/Value:** To better understand the role of time in work-family experiences, we provide a systematic review of the work-family literature from a temporal perspective and suggest an agenda for future research.

**Disclosure of Interest:** None Declared

**Keywords:** None



## **Work-Life Interface**

### **Work-family balance**

Fr-SYM-491-2

#### **Gender inequality in parental leave: Intersection with obesity and a nudge for unpaid labor parity**

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#### **Main Abstract Content: Purpose**

Compared with women, men are typically advantaged in employment-related decisions (e.g., hiring), a gender gap amplified by employee obesity. However, when it comes to parental leave—a family-related employment decision—women are consistently favored in policy coverage and allocation, while the role of weight is less clear.

#### **Design/Methodology**

We experimentally examine the interaction of employee gender and weight in predicting parental leave through family-related stereotypes using a causal chain design with samples of American employees.

#### **Results**

Obesity increases leave for women, but decreases leave for men (Study 1). Obesity is associated with attributions of more parental ability and warmth for women, but less for men (Study 2). Leave increases and is more evenly allocated when leave is the default rather than requiring requests (Study 3).

#### **Limitations**

Our causal claims come at the expense of external validity.

#### **Research/Practical Implications**

Given its shared stereotype content and practical relevance at the work-family intersection when parental leave decisions occur, it is integral to understand how gender and weight interact to ensure equity in parental leave; unpaid labor has implications for fathers' family involvement *and* women's careers. We also provide causal evidence of parental leave's antecedents and show that formal—not just subtle—discrimination towards persons with obesity continues.

#### **Originality/Value**

We proffer parental leave as an instrument for increased parity in unpaid labor and an example of equity by design, which is increasingly relevant given pernicious bias, the growing number of organizational leave policy offerings, and the offer-uptake gap.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Work-family balance***

Fr-SYM-491-5

## **Perceived Competence of Male Leaders with a Paternity Leave: Effects of Social Norms about Work- Family Support**

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### **Main Abstract Content: Purpose**

The purpose of this paper is to examine how people evaluate men and particularly male leaders taking a long paternity leave, and whether organizational standards providing social approval for work-life balance influence such evaluations.

### **Design/Methodology**

Using a social normative perspective, two studies were implemented across an experimental set-up with BA students and a field-based study in organizations from the metal sector in Spain.

### **Results**

Results show that mere perceptions of a supportive work-family culture favor more positive evaluations of male leaders with a paternity leave above and beyond that accounted for by control variables. Effects were stronger for managers and people with high leadership aspirations.

### **Limitations**

The study only addressed some of the ways in which work-family information can become normative in organizational contexts. Participant sex only had marginal effects, and the generalizability of our findings are perhaps limited to European contexts.

### **Research/Practical Implications**

These findings contribute to a deeper understanding of the intersections between social norms, gender stereotypes and work-family issues at work and reinforce the idea that male managers' domestic behavior should be further reinforced with organizational discourses and practices.

### **Originality/Value**

With the growing relevance of both work-family balance and gender equality at work, researchers have extensively recognized the importance of men's greater home involvement. Yet, little is known about how people evaluate men and particularly male leaders with explicit, involved fathering behaviors, such as taking a long paternity leave.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Work-Life Interface**

### **Work-family balance**

Fr-SYM-491-3

## **How do gender and personality affect changes in life, work, and leisure satisfaction around the first parenthood?**

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### **Main Abstract Content: Purpose**

Integrating personality and self-regulatory perspectives, we examine the moderating role of gender and personality on parents' evolution of their satisfaction with different domains (i.e., life, work, leisure) within a window of three years before and after the birth of their first child.

### **Design/Methodology**

Data come from 30 waves (1984-2013) of the German Socio-Economic Panel, comprising nearly 20,000 observations of 4,246 respondents (52.6% of women).

### **Results**

Preliminary random growth models show that life satisfaction increases before birth for women but not men, whereas it decreases for both in the years afterwards. Women's job satisfaction decreases in the years preceding birth, before returning to its baseline level, whereas men's job satisfaction was not affected. Trajectories of leisure satisfaction subtly differ for men and women. Furthermore, more neurotic parents experienced stronger changes in life and job satisfaction than less neurotic ones. Conscientiousness differently moderated women's and men's leisure satisfaction.

### **Limitations**

Each satisfaction domain was measured with one item.

### **Research/Practical Implications**

Our results imply that gender and personality make people unequal in the challenges and opportunities they anticipate and adapt to surrounding the birth of their first child. Implementing organizational initiatives to reconcile first parenthood and professional careers *ahead* of child birth might especially benefit women's work satisfaction.

### **Originality/Value**

The consequences of a first parenthood on the long-term evolution of satisfaction with work and leisure were poorly understood. Until now, existing evidence regarding the moderating role of personality on trajectories of satisfaction with various life domains around childbirth were not conclusive.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Work-family balance***

Fr-SYM-491-4

## **We're having a baby! Fist Bump or Career Slump? A longitudinal study of the workplace experiences of men and women expecting a baby**

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### **Main Abstract Content: Purpose**

The purpose of this research is to understand how gender and pregnancy discrimination relate to changes in work experiences for dual-career couples over time during pregnancy.

### **Design/Methodology**

We collected longitudinal survey data from 150 dual-career couples in the United States, from before they disclosed their pregnancies at work (2 time points) to after disclosure (4 time points). Using discontinuous change modeling and multi-modeling, we find that gender, and discrimination at the time of disclosure, interact to affect changes in outcomes over time.

### **Results**

We find that women who report higher (lower) levels of discrimination at the time of disclosure, show decreases (increases) in receiving challenging work assignments, recognition from senior leaders, work self-efficacy, and career motivation over time. For men, perceived discrimination has little effect on changes in their workplace experiences; they tend to experience increases in these outcomes throughout the pregnancy.

### **Limitations**

The data are from one culture, and examine men and women in dual-career relationships only.

### **Research/Practical Implications**

Almost two-thirds of women who gave birth in a one-year period also worked during that time (U.S. Census Bureau, 2011), a number that has doubled since 1976. Despite the high prevalence of pregnancy among female employees, pregnant workers often experience negative reactions in the workplace. We provide implications for managers and organizations to better retain and engage female talent during pregnancy.

### **Originality/Value**

We use longitudinal data collected over 6 time points to show how workplace experiences and work attitudes may shift over time for men and women.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Sa-SYM-700-1

**Effect of expressive writing intervention on work and non-work outcomes: a longitudinal study**

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**Main Abstract Content: Purpose:** In this study we examine the effect of expressive writing interventions (expressing one's experience through writing) on workplace related outcomes (like stress, emotional exhaustion, incivility, counterproductive behavior) as well as family related outcomes (work family balance, work family conflict).

**Design/Methodology:** We collected (data collection is not completed yet) data on diary base for two working weeks. Specifically, data were collected during 5 working days at the end of the working day; during the in-between weekend participants were randomly assigned to two conditions in which they wrote about a) their emotions or b) their next week schedule, and in the following week we repeated the measurement of the former one.

**Results:** We will present results employing multilevel analysis, more specifically applying discontinuous growth models. Preliminary results on a partial sample show a general recovery tendency during the weekend, but no significant impact of the intervention.

**Limitations:** The first limitation is that data collection is not completed. The second limitation is that this study does only include self-report information for all the dependent variables.

**Research/Practical implications:** Our results will be discussed giving practical advices on the efficacy of the expressive writing intervention on several domains.

**Originality/Value:** Our findings pretend to extend previous literature on the effects of expressive writing intervention in both the workplace as well as in the family domain.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*  
*Work-family conflict*

Fr-SYM-2607-6

**Work-Family Enrichment: A meta-analytic review of its antecedents**

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**Main Abstract Content: Purpose:**

Research on the positive side of the work-family interface has become more and more important during the last years, resulting in a substantial increase in studies on work-family enrichment. We already know that work-family enrichment can have various positive outcomes (McNall, Nicklin, & Masuda, 2010; Shockley & Singla, 2011), but a systematic review of its antecedents is missing so far. So, in this paper, we aim to identify factors influencing the experience of work-family enrichment.

**Methodology/Results:**

We conducted a literature search in PsycINFO, Web of Science, and the two existing meta-analyses. We coded 116 studies measuring work-family enrichment and antecedent constructs.

**Limitations:**

The meta-analysis is based on published papers and doctoral theses only, other (unpublished) work has not been considered yet. Thus, the generalizability of the results might be limited.

**Implications:**

This meta-analysis enlarges the knowledge about fostering factors of work-family enrichment, which is helpful for both further studies and practical measures.

**Originality/Value:**

This meta-analysis is the first investigating the antecedents of work-family enrichment.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**  
**Work-family conflict**

Th-SYM-2444-1

**Managing work and nonwork boundaries: A person-environment fit perspective**

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**Main Abstract Content: Purpose**

This study applies a person-environment fit approach to boundary management. Prior research in this regard looked at the mere interaction between separately measured personal boundary management preferences and characteristics of the environment, without capturing the feeling that goes along with the fit between an employee's own preference in combining work and family life and the support of a particular work or private environment. We therefore focus on perceived boundary management fit with the work and private context and test a mediation model in which we relate perceptions of fit to job satisfaction, turnover intention and work performance, mediated by a decrease in stress.

**Design/ Methodology**

The pool of participants was obtained through Belgian childcare institutions and primary schools which invited parents to participate in a work-life survey. The sample of employees included 476 individual parents of children under the age of 12.

**Results**

Structural equation modeling in Mplus confirmed our hypotheses. Perceived boundary management fit is positively related to job satisfaction and work performance and is negatively related to turnover intention, partially mediated by stress.

**Limitations**

Our sample is mainly composed of women (84.6%), interfering with the representativeness of our sample. Additionally, we cannot make causal inference due to cross-sectional data.

**Research/Practical Implications**

Understanding employee's fit perception increases our knowledge about the mechanisms by which work or private environment affects work attitudes and behaviors.

**Originality/Value**

To our knowledge, this study is the first to capture the perceived boundary management fit with the work and private environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*  
*Work-family conflict*

Th-SYM-2444-6

**Micro-Role Transitions: A Day-to-Day Approach to Explain Inconsistent Outcomes of Home-Based Telework**

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**Main Abstract Content: Purpose**

Although the use of home-based telework is often suggested as an important way for employees to reduce their work-home conflict, research on the relationship between the use of telework and work-home conflict shows inconsistent results (Kelly et al., 2008). Following literature on boundaries and micro-role transitions (Ashforth, Kreiner & Fugate, 2000), we aim to explain these inconsistent outcomes by including daily effects of micro-role transitions between work roles and home roles while working, either at home or at the workplace. We hypothesize that because (1) the difficulty (i.e., the effort to disengage and re-engage in roles) and (2) the frequency of micro-role transitions may fluctuate daily, making use or not making use of home-based telework may affect employees differently from day to day.

**Design/ Methodology**

Daily diary data will be collected in the winter of 2016-2017 from employees with parental responsibility. We will contact respondents through primary schools, kindergartens and day care centers in Flanders.

**Research/Practical Implications**

Including daily fluctuations in micro-role transitions may help scholars to understand why use of home-based telework is inconsistently linked to home-work conflict. In addition, practitioners may take these day-to-day effects into account when evaluating implementation policies of home-based telework.

**Originality/Value**

Daily fluctuations in micro-role transitions have not yet been put forward to explain variable outcomes of use of home-based telework. To our knowledge, we are the first to use a day-to-day approach to unravel effects of micro-role transitions upon work-home conflict.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Work-Life Interface*  
*Work-family conflict*

Th-SYM-2444-4

## **Implementation of Boundary Management Interventions: Comparing Designs for Professional and Hourly Workers**

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### **Main Abstract Content: State of the Art**

The increased blurring of boundaries between work and home, with the rise of cell phones and growing use of electronic communication throughout the workday makes supervisors and employees more likely to be “on call” or feel expected to respond to work communications during nonwork hours making it more difficult to turn work off. Conversely, the rise of cell phones makes employees more accessible to personal communications from children and friends during the workday, prompting some employers to even ban cell phone use for all hourly workers. Relatively little evidence-based work has been conducted on boundary management interventions.

### **New Perspectives/Contributions**

Fresh insights include: 1) a definition of boundary management interventions; 2) comparison of the differing boundary management challenges that professional and hourly workers face on and off the job; and 3) examples of variation in content in designing interventions for professional and hourly employees.

### **Research/Practical Implications**

Kossek’s (2016) criteria are used to evaluate interventions’ change impact: cultural and structural systems integration; prevention and inclusion; organizational support versus individual control; multi-level comprehensiveness; and unintended consequences. Case examples are provided including a boundary management styles assessment for professionals (Kossek et al., 2012) and a cell phone policy for hourly workers.

### **Originality/Value**

Little research has been conducted on boundary management interventions, nor on how the design and implementation might vary for professional and hourly workers. Professionals’ interventions are often informal involving boundary self-regulation to control electronic availability. Hourly interventions might involve formal phone policy, overtime and safety labor regulations, and customer-facing job crafting.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**  
**Work-family conflict**

Th-SYM-2444-3

**Mind management: A self-regulatory perspective on boundaries between work and non-work**

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**Main Abstract Content: State of the Art**

Boundaries are often used to describe the limits of location, timing, behaviors, and thoughts, which are created to simplify and order our life domains. Previous research explored why employees integrate life domains, whether integration is detrimental and what relationships are moderated by it. Person-oriented approaches have also empirically confirmed boundary management types with distinct characteristics. Nevertheless, the motivation behind integration and segmentation of life domains is largely unknown.

**New Perspectives/Contributions**

The present theoretical contribution introduces a variable-oriented framework of work/non-work boundary management to explain how tasks in one domain are translated into goals which can be subsequently attained by allocating resources in the other life domain. In contrast to existing research and theoretical frameworks, the model explicitly distinguishes between external conditions and internal processes, intentional and unintentional goal regulation as well as functional and biased processing when maintaining and ignoring boundaries. The presentation also focuses on a person-oriented framework based on characteristics of work tasks as well as their cognitive processing.

**Research/Practical Implications**

By combining self-regulation theories with instances of cognitive-behavioral theory, the theoretical presentation provides a clear distinction between forms of boundaries and a set of proposition which can be tested in future variable- and person-oriented studies. It may also provide precise directions for intervention approaches and organizational support policies.

**Originality/Value**

The novel work/non-work boundary management framework provides a deeper understanding why and how work/non-work boundaries are ignored and what consequences can be expected of resulting integrated life domains.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**  
**Work-family conflict**

Th-SYM-2444-5

**The interplay of behavior and control in work-nonwork boundary management: implications for life domain balance and psychomental health**

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**Main Abstract Content: Purpose**

Digital technologies increasingly enable work-to-nonwork interruption behavior (WNIB), i.e., work behavior crossing the work-nonwork boundary into the nonwork domain. Concerning employee wellbeing, boundary control (perceived influence on individual boundary management) is regarded as a further central component in this process. So far, however, no research has examined the complex interactive effects of those two variables of individual boundary management. This study thus examines the combined effects of boundary control and WNIB on employee wellbeing.

**Design/Methodology**

Applying polynomial regressions and response surface methodology, we analyzed survey data of a heterogeneous sample (N=941) in a two-wave study design (time-lag: one month). WNIB and boundary control were examined in relation to life-domain-conflict, emotional exhaustion and work engagement.

**Results**

Slope analyses confirmed that life-domain-conflict and emotional exhaustion increased, when WNIB surpassed boundary control and reached highest levels when high WNIB was combined with low boundary control. Contrary to expectations, congruence at higher values of WNIB and boundary control yielded in higher levels of life-domain-conflict. Work engagement was highest when mid-level WNIB was combined with mid-level boundary control.

**Limitations**

Constraints of self-reported data apply. Future studies should include further influencing factors (e.g., work/private life characteristics).

**Research/Practical Implications**

Besides facilitating boundary control, research and health promoting interventions should also focus on employee actual behavior and further organizational factors fostering WNIB (e.g., organizational expectations).

**Originality/Value**

Enhancing knowledge on successful boundary management, this study provides a new perspective on the interplay of two boundary management characteristics and their time-lagged relationship with employee wellbeing.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**  
**Work-family conflict**

Th-SYM-2444-7

**Flexible work arrangements and work-family conflict among dual earner couples: Do boundary management and spousal support matter?**

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**Main Abstract Content: Purpose**

Although flexible work arrangements (FWA) are often advocated as a key resource to counteract work-family conflict (WFC), recent meta-analytical findings show heterogeneous yet rather low associations between the constructs. The heterogeneity of the findings suggests that the potential of FWA to facilitate the balancing of work and family roles is contingent on additional factors. In the presence of increased work-family role blurring or low spousal support FWA may no longer counteract WFC. Therefore, we assessed whether work-home boundary management behaviors and spousal support moderate the associations between FWA and employees' and their partners' WFC.

**Methodology**

A cross-sectional study among 115 dual earner couples was conducted.

**Results**

The actor-partner interdependence moderation model showed that FWA are negatively related to WFC for men, but not for women. These associations are further qualified by spousal support (but not by boundary management behaviors). For men, the negative association between FWA and WFC was present only in case of low spousal support, but not in case of high spousal support. For women, opposing associations were found for high and low levels of spousal support: If spousal support is low, FWA are associated with high levels of WFC. Yet, if spousal support is high, FWA are associated with low levels of WFC.

**Limitations**

The study is based on cross-sectional self-reported data.

**Implications**

Especially for women, FWA do not suffice to facilitate the balancing of work and family roles.

**Value**

The social context needs to be considered when evaluating the effects of FWA on WFC.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**  
**Work-family conflict**

Th-SYM-2444-2

**Advances in work/non-work boundary management research**

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**Main Abstract Content: State of the Art:**

Flexible work arrangements and usage of mobile devices are increasingly popular in contemporary workplaces. However, they have great potential to redefine boundaries between work and non-work. Previous research has focused on antecedents of work/non-work integration, yet studied policies, informal support, personal preferences and other personal attributes rather independently. Work/non-work integration has been linked to negative (e.g., work-family conflict) but also positive consequences (e.g., higher job satisfaction). However, underlying mechanisms and contingencies are under-examined, possibly due to lacking theoretical underpinnings.

**New Perspectives/Contributions:**

The present symposium includes six contributions extending knowledge on work/non-work boundary management. The first presentation by Kossek focuses on work/non-work boundary management interventions and provides suggestions for their implementation. The two-wave study by Palm and colleagues focuses on the role of boundary control. By adopting a person-environment fit perspective, the contribution by Bogaerts and colleagues explores mechanisms linking boundary management to organizational outcomes. The diary study by Delanoeije and Verbruggen is aimed at the effects of home-based telework. Kubicek and Tement examine whether work/non-work integration and spousal support influence the effects of flexible working on work-family conflict among dual-earner couples. The final theoretical presentation by Tement and Kubicek provides a new psychological perspective on boundary management.

**Research/Practical Implications:**

By linking researchers from four countries, this symposium advances work/non-work research in terms of concept refinement and methodology. It further contributes to the debate on how businesses and organizations should deal with work/non-work boundary management issues in order to maximize efficiency, well-being, and health of their employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family conflict*

Fr-SYM-2618-2

**Work-Family Balance: Extended Perspectives and the EU Agenda**

A. Mcdowall\*, M. Burakova, C. Hellemans

**Main Abstract Content:** State of the Art: This symposium discusses the state of the art of work-life balance research with the view to extending the dual conceptualisation of work and family as common across present research literature. Several theoretical advances have been made, such as the increased focus on enrichment which extends the predominant work-family conflict paradigm. This symposium includes contributions from the UK, France, Belgium and Germany to start addressing the EU agenda. New perspectives/ contributions: Nevertheless, there are profound changes in the world of work (and in the non-work domain) which deserve fuller consideration. Work as such is changing due to the omni-present nature of technology which brings challenges for individual boundary management and well being/ recovery, line management, work load, and has training and development implications. This symposium advocates a European and international perspective with contributions from France, the UK and Germany. It includes empirical contributions as well as a discussion paper outlining the organisational and legislative context across these countries, including conceptual and practical considerations about the conceptualisation of 'work' and 'family'. We will also reference universal models, as well as contingency approaches, in other words where work-life balance issues are highly contextualized. Research implications: We will conclude with a panel discussion including audience participation to take stock of what we know, and urgent topics for further enquiry.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family conflict**

Fr-SYM-353-2

**Work-Nonwork Processes: Understanding Resources and Demands and Taking a Dynamic Approach**

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<sup>1</sup>ETH Zurich, Zurich, Switzerland

**Main Abstract Content:**

**State of the Art:** Much work-family research focuses on spillover occurring between domains. Resources and demands play an important, albeit understudied role in *the process* by which spillover occurs over time.

**New Perspectives/Contributions:** Included papers weave together three developing avenues of inquiry: the function of resources and demands across work and nonwork domains; the recognition of commuting as an important demand; and the relevance of time for employees' work-and-nonwork roles. First, Walter and Haun explore how, within couples, partners' reflection of positive work experiences impacts their well-being; couples sharing a work industry or organization moderates this effect. Second, Gombert, Rivkin, and Schmidt discuss a diary study focused on how demands impact ego depletion, need for recovery, and psychological detachment. The third (Unger, Albrecht, & Böttcher) and fourth (Conway, Clinton, & Hewett) papers move from the broader context of resources and demands to focus on related processes in a context experienced by many and understudied: commuting. Fifth, Paddock looks at how the planning fallacy (i.e., biased thinking about the resource of time) impacts people's work-family experiences. Sixth, Allen and French present a structured review of time in the work-family literature, exploring how time as a resource is used by individuals as well as how individuals think about time and whether this impacts people's role experiences.

**Research/Practical Implications:** Research-wise, papers extend the three areas of inquiry. Practically, papers suggest employees more carefully consider their own time expenditures or related cognitions and that policy makers should constructively address depleting time expenditures (e.g., commuting).

**Disclosure of Interest:** None Declared

**Keywords:** None

**Driven To Distraction: Using Self-regulation Theories To Examine The Reciprocal Links Between Commuting By Car And Work**

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<sup>1</sup>Royal Holloway, University of London, <sup>2</sup>King's College London, <sup>3</sup>University of Greenwich, London, United Kingdom

**Main Abstract Content:**

**Purpose:** Many employees commute to work by car, where commuting constitutes significant amounts of time and energy, yet work psychology has under-researched reciprocal relations between the driving commute and experiences at work; research in the field of commute driving safety has largely ignored work too.

Our purpose is to conceptualise reciprocal links between driving and workplace experiences, drawing on self-regulation theories. Driving is a task that requires considerable self-regulation and we expect it to affect how employees self-regulate at work, and self-regulation at work to affect driving behaviour. We position driving as a self-regulation task placed within an ongoing series of self-control activities at work and outside of work and propose hypotheses that link self-regulation at work to ego depletion, need gratification, and driving attention/behaviour (e.g., slips/lapses, mistakes, violations).

**Design/Methodology:** Study 1 is a lab study examining the effects of fatigue on driving behaviour using a driving simulator. Study 2 is self-report daily diary about experiences at work and driving, linked with driving telematics data.

**Results:** Data collection planned November/February 2016/17.

**Limitations:** Study 1 uses a student sample, Study 2 a convenience sample.

**Research/Practical Implications:** For research, how do different categories of work fatigue (physical, mental, emotional) affect commute driving and vice versa; for practice, what are organizations' ethical responsibilities toward commuting, how should they intervene, and how should work tasks and breaks be temporally placed at work with respect to commuting.

**Originality/Value:** A conceptual and empirical analysis of work, commute driving, and non-work within an overarching self-regulation framework.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Work-Life Interface*

*Work-family conflict*

Fr-SYM-353-4

**Don't Impede Me! Daily Indirect Effects Of Commute Impedance On Work-goal Attainment And Emotional Exhaustion Via Ego-depletion And Negative Affect**

D. Unger <sup>1,\*</sup>, A.-G. Albrecht <sup>2</sup>, K. Böttcher <sup>3</sup>

<sup>1</sup>ETH Zurich, Zurich, Switzerland, <sup>2</sup>University of Mannheim, Mannheim, <sup>3</sup>Berlin School of Economics and Law, Berlin, Germany

**Main Abstract Content:**

**Purpose:** Our diary study aims at identifying the indirect effects of commute impedance (i.e., the frustration of one's goal to arrive at a destination) on work performance and well-being outcomes, that is work-goal attainment and emotional exhaustion. Drawing on self-control and affective events theory, we postulate that ego-depletion and negative affect mediate these indirect effects.

**Design/Methodology:** We conducted a diary study in which 124 participants took part on 363 days. After participants arrived at work in the morning, we measured day-specific commute impedance, while at noon we assessed ego-depletion and negative affect. In the evening, respondents indicated their levels of work-goal attainment and emotional exhaustion. We made use of a multi-level path analysis to account for our data structure with days nested in persons.

**Results:** The hypothesized model had a very good fit. Commute impedance had positive effects on ego-depletion and negative affect. Ego-depletion, in turn, was negatively related to work-goal attainment and positively to emotional exhaustion, whereas the relationships between negative affect and the outcomes were not significant. Finally, bootstrapping analyses showed that ego-depletion mediated the positive indirect effect of commute impedance on emotional exhaustion.

**Limitations:** All measure were self-reports.

**Research/Practical Implications:** Commuters should have the possibility to avoid congested traffic situations, while policy-makers and transportation companies need to reduce them.

**Originality/Value:** To the best of our knowledge, this is the first study investigating daily effects of commute impedance on outcomes central for work performance and well-being outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family conflict*

Fr-SYM-353-3

**Depleted Resources? A Diary Study on the Interplay between Self-Control Demands, Ego Depletion, Need for Recovery and Psychological Detachment**

L. Gombert <sup>1,\*</sup>, W. Rivkin <sup>1</sup>, K.-H. Schmidt <sup>1</sup>

<sup>1</sup>Leibniz Research Centre for Working Environment and Human Factors, Dortmund, Germany

**Main Abstract Content:**

**Purpose:** Drawing on the Limited Strength Model of Self-Control, which states that self-control demands deplete a limited regulatory resource, we investigate ego depletion (an indicator of resource depletion) as a mediator of the day-specific effects of self-control demands on employees' well-being. Moreover, there is strong evidence for psychological detachment as a buffer of the adverse effects of self-control demands at work. In the present study, we examine two mechanisms that underlie the buffering function of psychological detachment. We propose that day-specific psychological detachment in leisure time a) interrupts load reactions resulting from self-control demands and b) facilitates recovery of the limited regulatory resource.

**Methodology:** We conducted a diary study in which 86 employees responded to daily questionnaires over 10 consecutive work days.

**Results:** The day-specific effects of self-control demands on well-being are indeed mediated by ego depletion. Furthermore, the positive relationships between self-control demands and ego depletion as well as between ego depletion and well-being are attenuated as a function of psychological detachment.

**Limitations:** Ego depletion and need for recovery have been measured at the same point in time (evening). Future studies should establish the temporal order of the study variables.

**Practical Implications:** To promote psychological detachment it is crucial to reduce day-specific work hours and time pressure. Furthermore, employees should actively prevent work-related issues from spilling over into their home domain via communication technologies.

**Originality/Value:** Our study is the first to examine the mechanisms that underlie the joint effects of psychological detachment and self-control demands on well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Th-SYM-2390-2

### **Savour good moments, practice mindfulness, and reframe the bad: A randomized controlled trial (RCT) of the Mental Wellbeing Toolkit**

E. Pogrebtsova <sup>1,\*</sup>, M. G. Gonzalez-Morales <sup>1</sup>

<sup>1</sup>Psychology, University of Guelph, Guelph, Canada

#### **Main Abstract Content:**

##### **Purpose**

Theory posits that organizational interventions can improve and sustain employee wellbeing via psychological resource building. However, lack of longitudinal mechanism exploration, especially compared to rigorous placebo conditions, is a gap between theory and field evidence. The current study examined whether an online intervention promotes wellbeing via emotion regulation resource building, beyond placebo effects.

##### **Method**

A pilot sample of 119 university students was randomly assigned to 10 days of self-practice in an intervention, placebo, or control condition. The intervention provided 5-minute audio exercises of mindfulness, savouring, and reappraisal. The placebo and control conditions provided “sham” exercises of distant and recent memory recall, and breathing focus. Only the intervention and placebo conditions were primed with expectancy beliefs for wellbeing improvements.

##### **Results**

Multilevel growth modeling results showed all conditions declined in stress and negative affect and increased in positive affect up to 1 month later. Compared to the placebo, the intervention led to a sharper growth in emotion regulation over time, with no other outcome differences. The placebo also showed a sharper growth in emotion regulation over time than the control. Although daily emotion regulation predicted wellbeing, it did not mediate intervention assignment on outcomes.

##### **Limitations**

Self-reported emotion regulation limited the scope of the proposed mechanism measured.

##### **Implications**

This study provided some field support for psychological resource building theories with a rich daily diary exploration. Comparable resource building found in the placebo raises the need for future research and practice in organizations to understand and harness placebo benefits in employee interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Th-SYM-2390-3

#### **Promoting psychological resources through customized interventions**

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#### **Main Abstract Content: State of the Art**

Psychological resources are highly valued. Particularly, during the current human energy crises, it is crucial that employees and organizations learn how to build and enlarge their psychological resources on the individual, interpersonal, and organizational level. Building on previous work on resource-oriented interventions (Michel, O'Shea, & Hoppe, 2015), we focus on how and under which conditions employees and organizations benefit from specific interventions.

#### **New perspectives/Contributions**

Research on resource-oriented interventions typically compares the impact of one default intervention with waitlist control group on energy resources or affect. However, the symposium presentations confirm that resource-oriented interventions can fuel a variety of different psychological resources, ranging from specific individual states (e.g. stimulation, relaxation) over individual capabilities (e.g., retirement resources) to interpersonal and organizational resources (e.g. proactive behavior). Results reveal that the beneficial effects of the interventions depend on the intervention itself as well as on individual and interpersonal variables.

#### **Research/Practical Implications**

The papers to be presented in the symposium highlight the utility of considering underlying mechanism and moderating factors, to design customized interventions targeting specific competencies, states, and behaviors. Perceptions of the interventions itself and the social environment as well as personal factors (e.g., gender, social skills) limit intervention success.

#### **Originality/Value**

The papers in this symposium choose several innovative ways to maximize the intervention effectiveness, for instance, providing an intervention tool-kit or using novel technologies such as head-mounted displays. The differences in the selection of a control group and the respective results will provide food for methodological discussion.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Th-SYM-2390-4

#### **Gender differences in a resource-activating group intervention for retirees-to-be**

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<sup>1</sup>University of Heidelberg, Heidelberg, <sup>2</sup>Federal Institute of Occupational Health and Safety , Dortmund, Germany

#### **Main Abstract Content: Purpose**

According to the resource-based dynamic perspective, individual resources are crucial factors of retirement adjustment. To support older employees in their preparation for retirement transition, we developed a resource-oriented intervention that proved to have positive effects on individual resources, retirement expectations and intentions. In this study, we tested the assumption that in this group setting gender moderates the intervention effects on participants' social and motivational resources and coping styles.

#### **Design/Methodology**

To address our research question, we used a longitudinal waiting-control-group design (N=57) with pre and post measurements. Data were analyzed with ANCOVAs with repeated measures including group and gender as between subject factors.

#### **Results**

A significant three-way interaction between measurement time, group and gender for the outcome variable social resources ( $F=4.26$ ;  $p=.04$ ) showed, that although female participants reported higher levels before the intervention, they still benefitted more than their male peers. A similar – even though only marginally – pattern was found for seeking social support coping ( $F=3.39$ ;  $p=.07$ ). There were no gender differences for motivational resources and active coping.

#### **Limitations**

As participation in the intervention was voluntary, self-selection is of concern. Due to the study and intervention design complete randomization was not feasible and the sample size was relatively small.

#### **Research/Practical Implications**

When designing group-coaching interventions, gender and other factors related to social skills and resources should be taken into account. Further research should also address the question of waitlist-control group effects.

#### **Originality/Value**

This study indicates the importance of diversity factors in resource-oriented interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Fr-SYM-292-5

#### **Shift Your Stress: Impact and uptake of an ACT-based online stress management programme in a UK mental health charity**

K. Kaipainen <sup>1,\*</sup>, D. Lees <sup>1</sup>, A.-L. Lappalainen <sup>2</sup>, R. Lappalainen <sup>1 3</sup>

<sup>1</sup>Headsted Ltd, Leamington Spa, <sup>2</sup>Glyndwr University, Wrexham, United Kingdom, <sup>3</sup>University of Jyväskylä, Jyväskylä, Finland

#### **Main Abstract Content: Purpose**

Chronic stress is a significant risk factor for mental disorders and physical diseases. Acceptance and commitment therapy (ACT) can help people to learn to handle stressful thoughts, feelings and situations and focus on the essential. The aim of this study is to evaluate the effects and process of delivering an online ACT stress management programme combined with therapeutic meetings at a mental health charity.

#### **Design/Methodology**

A mental health charity in the UK who provide psychological therapy services have been using the online Shift Your Stress programme since April 2016. Clients seeking help for workplace stress are directed to the online programme if deemed suitable by staff members. The programme contains five sessions and its recommended duration is five weeks; in addition, staff members have face-to-face meetings or telephone contact with clients during the intervention. The main outcome measures are depressive symptoms (PHQ-9) and anxiety symptoms (GAD7), collected each week within the programme. Staff members will be interviewed in late 2016 to gather their experiences and evaluate the delivery process.

#### **Results**

Preliminary findings indicate high uptake and positive outcomes among clients and high acceptance among staff members.

#### **Limitations**

Lack of a control group and long-term follow-up data limit the generalizability of the findings.

#### **Research/Practical Implications**

Preliminary findings support the earlier research about the efficacy of online interventions combined with professional support.

#### **Originality/Value**

To our knowledge, the study is the first one to present a feasible model for promoting psychological wellbeing by integrating a brief, low-cost ACT intervention into existing health care services.

**Disclosure of Interest:** K. Kaipainen Conflict with: Headsted Ltd, Conflict with: Headsted Ltd, D. Lees Conflict with: Headsted Ltd, Conflict with: Headsted Ltd, A.-L. Lappalainen: None Declared, R. Lappalainen Conflict with: Headsted Ltd

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Th-SYM-2390-5

#### **Intervention research: using bandwidth-fidelity to target specific proactive behaviors**

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<sup>1</sup>Department of Psychology, Pontificia Universidad Catolica de Chile, Santiago, Chile, <sup>2</sup>Kemmy Business School, University of Limerick, Limerick, Ireland

#### **Main Abstract Content: Purpose**

Intervention research is usually subjected to several intervening variables that may amplify or buffer intervention effects. In this study, we deepen our understanding of the effects of work engagement on proactive behaviors by examining the moderating role of two interventions (a mindfulness-based exercise versus a placebo savoring-based exercise) but also employees' perceptions of organizational justice. Based on bandwidth-fidelity research which suggests that perceptions made about a particular foci are expected to be most proximately related to behaviors directed specifically at that foci, we examine two distinct sources accountable for justice at work (the supervisor and coworkers) and two targets of proactive behaviors (organizational proactive behaviors and interpersonal proactive behaviors).

#### **Design/Methodology**

137 employees from a public organization in Ireland participated in this research. Participants were assigned to a mindfulness- or placebo savoring-based condition based on a cluster randomized controlled trial design and invited to perform a 5-minute audio exercise via an online platform three days a week over a four-week period. Participants reported pre and post measures.

#### **Results**

Results showed two significant three-way interactions, one between engagement, intervention, and supervisory justice predicting organizational proactive behavior, and another one between engagement, intervention, and coworker justice predicting interpersonal proactive behavior. Both interactions presented the same patterns.

#### **Limitations**

All measures were self-reported.

#### **Research/Practical Implications**

This study highlights the utility of integrating research on psychological-based interventions and bandwidth-fidelity to design accurate workplace interventions targeting specific behaviors.

#### **Originality/Value**

This study is one of the first to consider the role of justice perceptions on person-level interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Fr-SYM-292-6

#### **Web-based interventions for mental health promotion in employees: a systematic review and meta-analysis**

D. Lehr\*, E. Heber, D. Ebert

#### **Main Abstract Content:**

**Background.** There is growing interest in web-based intervention for promoting mental health in working populations. A number of randomized controlled trials have been conducted; however the results are heterogeneous. This work aims to synthesize the results of randomized controlled trials on web-based mental health interventions for employees.

**Methods.** A systematic search was performed and 4151 abstracts were identified. A meta-analysis was conducted including 18 studies. Cohen's d was calculated for stress and depression to estimate the effect of the intervention group compared with a care as usual-, a waitlist-, or a no-treatment control group.

**Results.** Analysis of data is still on-going. Available results show small to moderate effect sizes for web-based mental health interventions in employees for the reduction of stress (Cohen's  $d=0.43$ , 95% CI=-0.23-0.63,  $n=15$ ) and depression ( $d=0.35$ , 95% CI =0.18-0.52,  $n=13$ ). Interventions of medium length (4-8 weeks) are significantly more effective than long ( $\geq 9$  weeks) and short ( $\leq 4$  weeks) interventions in reducing stress ( $p<.001$ ) and improving depressive symptoms ( $p<.05$ ). Moreover, guided interventions are superior to unguided interventions in reducing stress and depression ( $p<.01$ ). No significant difference was present for the type of treatment.

**Discussion.** This meta-analysis demonstrates that internet interventions for improving mental health in employees are available and can be effective. However, the effect sizes of the trials vary from non-significant to large, indicating that each individual intervention needs to be evaluated before implementation. So far, the interventions are designed along theories of work-stress only seldom and moderators of chance are almost unknown.

**Disclosure of Interest:** D. Lehr Conflict with: DL reported holding shares of the Institute for Online Health Training, which aims to transfer scientific knowledge related to the present research into routine mental health care in Germany., E. Heber: None Declared, D. Ebert Conflict with: DE reported holding shares of the Institute for Online Health Training, which aims to transfer scientific knowledge related to the present research into routine mental health care in Germany.

**Keywords:** None



## **Interventions**

### **Workplace health promotion**

Th-SYM-2390-6

### **Investigating the impact of a humour vs. information intervention on employee's day-level self-regulatory resources**

E. O'Callaghan<sup>1</sup>, D. O'shea\*

<sup>1</sup>Cut-e, Galway, Ireland

#### **Main Abstract Content: Purpose**

The ability to self-regulate deteriorates temporarily with use, so that successive attempts become less successful. Experimental research has used funny vs. sad video clips to manipulate self-regulatory depletion. We examined a humour vs. informational interventions on self-control, examining the mechanisms of how funny vs. enjoyable they were perceived.

#### **Design/Methodology**

Using a daily diary design, we conducted a 10-day randomized controlled intervention to test the efficacy of a daily humour vs. information interventions on self-control. Employees were randomly assigned to either an experimental group ( $n_{\text{people}} = 33$ ;  $n_{\text{days}} = 221$ ) who watched a comedy video daily, or a control group ( $n_{\text{people}} = 30$ ;  $n_{\text{days}} = 221$ ) who watched an educational video. Data was collected 3 times daily (morning, mid-day intervention, and end of work day).

#### **Results**

Multi-level modeling with random intercept and fixed slopes indicated that enjoyment (but not how funny) significantly predicted self-control post intervention but group did not. This model fitted the data better than a model with random slopes, and further, there was no evidence for a cross-level interaction between group and enjoyment. Thus, we conclude that the enjoyment of the micro-break activity was more important than the activity itself in enhancing self-control.

#### **Limitations**

All measures were self-reported.

#### **Research/Practical Implications**

Employees must engage in effortful self-control to attend to work tasks, and which consumes resources. A means to counteract this effect would be of particular interest to organisational practitioners. This study highlights the potential of enjoyable micro-break activities to alleviate the depletion effect of self-regulatory resources at work.

#### **Originality/Value**

Much of the research on self-regulatory depletion to date has been experimental in nature. This study is one of the first to consider how daily interventions can alleviate self-regulatory depletion effects during daily work.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Interventions*

*Workplace health promotion*

Fr-SYM-292-1

**Internet-based Occupational Health Interventions: Insights on Implementation, Effectiveness, and Evaluation**

D. Reis <sup>1,\*</sup>, J. de Bloom <sup>2</sup>

<sup>1</sup>University of Koblenz-Landau, Landau, Germany, <sup>2</sup>University of Tampere, Tampere, Finland

**Main Abstract Content: State of the art:** Internet-based interventions targeting mental health issues are becoming increasingly common in general health care for example to treat stress, depression, or sleep-related problems. Consequently, also internet interventions addressing the specific needs of working populations are emerging. They may offer an evidence-based, cost-effective, and convenient way to foster occupational health. Online interventions may supplement face-to-face treatments, or they may be implemented on their own. They represent promising approaches for promoting changes in experiences and behavior (e.g., to help employees build new skills and resources), offer excellent opportunities to track participants' progress, higher accessibility, and improved retention.

**Contributions:** The aim of the symposium is to present internet-based occupational health interventions from Germany, Finland, and UK and describe the challenges and benefits concerning their implementation, acceptability, and evaluation. The first paper will present the underlying theoretical model, the development and the RCT-design of a smartphone app aiming at promoting vacation effects, whereas the second contribution will report the effectiveness of an online training designed to improve participants' well-being by promoting positive emotions and cognitions. The third presentation in this symposium will introduce an online acceptance and commitment therapy intervention for workplace stress in real-world settings. The fourth paper will focus on challenges and pitfalls of evaluating online (daily) interventions. Finally, the last presentation will describe recent meta-analytical findings on the effectiveness of web-based interventions.

**Research Implications:** The presentation of these five studies will stimulate the discussion about the potential, risks and the quality of internet-based occupational health interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Fr-SYM-292-4

## **Positive@Work – Effects of a daily positive activity intervention on recovery among fulltime employees**

E. Clauss\*

**Main Abstract Content: Purpose:** The aim of this study was to examine the effects of three daily positive activity interventions on recovery that were conducted online. More specifically, we investigated the effects daily positive affect and mindfulness during a work day on psychological detachment and detachment related self-efficacy among fulltime employees.

**Design/Methodology:** We used a randomized waiting control group design with pre-post-follow up questionnaires. All questionnaires were answered by an intervention (n = 48), and a control group with daily questionnaires (n = 52). The participants of the intervention group were asked to conduct one of three online exercises over 10 consecutive working days. Employees could choose between an audio-guided positive work-reflection, exercise of gratitude or positive mind journey.

**Results:** Data were analyzed with ANCOVAs with repeated measures and post-hoc analyses (MANCOVAs and pairwise comparison). Results showed an improvement of psychological detachment and detachment-related self-efficacy in the intervention compared to the control group. The need for recovery moderated the effect of underlying mechanisms.

**Limitations:** Since this study focused on full-time employees in general, results may not apply to specific populations.

**Research/Practical Implications** Findings indicate that short daily positive activity interventions foster recovery from work, that is psychological detachment and detachment-related self-efficacy as well as underlying mechanisms.

**Originality/Value:** Results reveal that full-time employees benefit from short online-interventions. Additionally, they should choose between intervention to ensure person-intervention fit.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Fr-SYM-292-2

#### **"Holidaily": Development of a smartphone application for better recovery from stressful work before, during and after a vacation**

J. De Bloom\*, D. Lehr<sup>1</sup>, C. Syrek<sup>2</sup>, J. A. Reins<sup>1</sup>

<sup>1</sup>Leuphana University, Lüneburg, <sup>2</sup>Trier University, Trier, Germany

**Main Abstract Content: Purpose:** Vacations have the potential to preserve and increase psychological resources that buffer the negative impact of job stress. However, positive vacation effects on employee health and well-being are generally short-lived or fail to appear at all. We developed a smartphone application to increase and prolong beneficial vacation effects in employees.

**Methodology:** The app is based on Newman, Tay and Diener's DRAMMA model. Two weeks before, during, and two weeks after vacation, app users are challenged to engage in a short daily activity aimed at increasing mental detachment from work, relaxation, autonomy, mastery, meaning and affiliation. The user keeps a diary of these activities by taking photos or writing notes which can later be reviewed.

**Results:** We will present the design criteria and theoretical background used to develop the app. Moreover, first results from an ongoing intervention study and face-to-face structured user experience surveys will be presented. The challenges and constraints in the design process will also be discussed.

**Limitations:** Adherence may be lower than in face-to-face interventions and non-usage attrition is a common problem in online interventions. This may be partly counteracted by personalized feedback.

**Practical Implications:** Evidence-based mobile interventions may facilitate well-being and increase the benefits of recovery periods. Apps may constitute behavioral interventions "in your pocket".

**Originality:** This app may provide new insights on the importance of different recovery mechanisms. Bottom-up, adaptive interventions using smartphone apps constitute innovative, cost-efficient tools to deliver individualized behavioral support and to collect empirical data at the same time.

**Disclosure of Interest:** None Declared

**Keywords:** None

## *Interventions*

### *Workplace health promotion*

Fr-SYM-292-3

#### **Challenges and pitfalls of designing, conducting, and evaluating web-based interventions**

D. Reis\*, D. Lehr<sup>1</sup>, H. Freund<sup>2</sup>, T. Lischetzke<sup>3</sup>

<sup>1</sup>Leuphana University of Lüneburg, Lüneburg, <sup>2</sup>Tabor University, Marburg, <sup>3</sup>University of Koblenz-Landau, Landau, Germany

**Main Abstract Content: State of the art:** With the emergence of web-based interventions in the field of Organizational Behavior, we have to pay attention to methodological challenges and pitfalls of designing, conducting, and evaluating intervention studies. Issues of appropriate design and adequate evaluation should be considered essential for both effectiveness of the intervention and robustness of the findings.

**Contributions:** Based on our pre-registered study with a randomized controlled design (N=62), we demonstrate challenges concerning the design of an intervention aiming to reduce perseverative thinking as the primary outcome in employees. Also, we report issues related to the recruitment and compliance of participants. We show how researcher degrees of freedom, exploratory as opposed to confirmatory analyses, (unintentional) p-hacking, and reporting bias might threaten the robustness and replicability of our findings and bloat effect sizes.

**Research/Practical Implications:** Given that web-based interventions are promising and cost-effective approaches to fostering occupational health, we need to ensure that the implemented programs do not fail to come up to expectations raised by the research.

**Value:** In this presentation, based on real study and data we demonstrate the most vulnerable points in the design and evaluation of intervention studies and suggest alternative strategies that might help to enhance the quality of intervention research.

**Disclosure of Interest:** None Declared

**Keywords:** None

# Oral Presentation

## ***Interventions***

### ***Absenteeism and sick-leave***

Th-OR-S30-2

#### **The social dynamics of absenteeism: A conceptual review**

M. Miraglia\*, G. Johns<sup>1</sup>

<sup>1</sup>Management, Concordia University, Montreal, Canada

**Content: Purpose.** Interest in the social causation of absence has increased in the last three decades, with a proliferation of research showing variation in absenteeism across social units. However, limited effort has been spent systematizing the evidence and formulating an overall model of the social control of absence. Our review aims to organize the research on the influence of social context on absenteeism to illustrate the social dynamics behind it and demonstrate how its meaning can be socially constructed.

**Design/methodology.** A systematic review was conducted through an electronic search of several databases, using various combinations of keywords, and a manual search of the reference lists of relevant articles and an extensive pool of articles collected by one of the authors.

**Results.** About 300 articles were examined. Research was organized in a coherent multi-level, hierarchical framework that categorizes the various forces of the social context in seven levels (individual, work-group, peer referents, organization, occupation, community/locality, and national). The main variables, mechanisms, and theories explaining the influence of social context on absence at each level are analyzed. Between-level interactions are also described.

**Limitations.** Some of the existing studies might have been missed despite the electronic and manual searches.

**Research/Practical Implications.** A research agenda is set to test the multi-level framework, empirically explore the between-level intersections, and better understand the mechanisms underlying the normative control of absenteeism.

**Originality/Value.** The review offers a road map to understand which social actors within and outside the organization influence individual absence standards/behaviors and how this influence is exerted.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Absenteeism and sick-leave***

Th-OR-S30-1

## **How Newcomers Adapt to Organizational Absence Cultures: Using LGM to Analyze Absenteeism Growth Trajectories**

I. Lützen<sup>1,\*</sup>, S. Sonnentag<sup>1</sup>

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**Content:** This study investigates the social influence of two different absence cultures, a blue and a white collar absence culture, within one organization on absenteeism growth trajectories of newcomers. We used latent growth modeling to track absenteeism growth trajectories over a five-years period. We compared absence data from 248 newcomers with absence data from a reference group of 3,488 employees of this organization. In their first year within the organization, newcomers showed a lower absenteeism level than the reference group (1.30 % versus 3.92%). Blue and white collar newcomers did not differ in their first-year absenteeism level, while the absenteeism levels, respectively the absence cultures, of the blue and white collar employees in the reference group differed strongly (5.15% for blue collar employees versus 2.43% for white collar employees). In the following years, newcomers' absenteeism level increased to conform to the prevalent absence culture of their social group with blue collar newcomers adapting to the absence culture of blue collar employees and white collar newcomers adapting to the absence culture of white collar employees. Our findings raise awareness for the social influence that different absence cultures within one organization exert on the absence behavior of new employees.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Research methodology**

**Advances in qualitative research methods**

Th-OR-S22-1

**A method for Effect Modifier Assessment in intervention research – The EMA method**

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**Main Abstract Content:** Purpose: Intervention research includes studies in which researchers arrange (or follow) changes in working conditions to determine the effects on risk factor, health and/or performance. Often this research takes place at workplaces and not in a controlled laboratory environment. Effects may thus be due to other factors in addition to the intervention – i.e. effect modifiers. These need to be identified and assessed in terms of potential impact on studied outcomes before proper inference can be drawn. We present a method to estimate potential effects of modifiers in intervention research.

Methodology: The EMA method is a type of group interview including 3-6 employees representing the occupational groups in the investigated organization. With reference to the investigated period they are asked to recall important changes/events in and around the organization; 1) in general, 2) in work processes and equipment and 3) regarding their work environment. In each step the participants write their individual answers on post-it notes which are then discussed in plenum, one at a time, and placed on a timeline.

All identified events are assessed as due to the investigated intervention(s) or other causes (“effect modifiers”). Their impact on the outcomes is estimated by triangulation. Following the workshop, events are entered into a database and analyzed.

Results: Preliminary evaluations of the method suggest that it offers a relevant overview of potential effect modifiers.

Limitations: Further validation is needed.

Implications: Using the EMA-method seems to facilitate proper inference regarding the impact of a workplace intervention.

Originality: The EMA-method is a novel and systematic approach to estimate potential effect modifiers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Research methodology***

### ***Advances in qualitative research methods***

Th-OR-S22-2

**Understand the professional and symbolic activity of the defendant lawyer's pleading in crime court : the case of « the frozen babies ».**

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#### **Content:**

The aim of that research is to study how the defense lawyer is pleading in crime court. To analyse this professional activity, we've chosen the transcription of the pleading for the case Courjault also known as the case of the frozen babies. We met the lawyer of the defendant Veronique Courjault, Me Leclerc, and discussed with him what he was trying to do while pleading, what was his purpose, and how he dealt with it by the use of language. We observed that he used a polemical way of expressing conflictualities (Markova, 2004), and resolving them by the use of a rhetorical language, including two concepts of social psychology, the concept of third parties' voices by Grossen (2009), and the Witcraft from Billig.

This research also contributes to understand how the form of language expression has a psychological and social function. In that manner, this study places itself in the field of the professional symbolic activities' studies described in Kostulski's outline (2011).

We interviewed 25 lawyers from the Paris Bar, and twice Me Leclerc, and we analysed the whole pleading transcription.

We can assume that the defense pleading is an activity able to act on the jurors conviction by a movement we called « deliberation art ».

It is not allowed to record a pleading, so we couldn't capture the whole dimension of this activity. To our defense, for the language analysis units chosen to deal the art of conviction question it would have been no use of the video dimension. And it's very interesting to notice that even without the video, the language only, read in the text, can already hold a transformation potential regarding how are perceived the defendant crimes .

This study is an original contribution to the analysis of the symbolic professional activities On a therapeutic level, activities where we use language on both symbolic and ordinary ways to induce changes for the patients, the observation of hypnotherapy methods for example, could also nourish the symbolic professional activity regarding how the forms of language expression are linked with their psychological function. This paper gives a new point of view regarding the art of conviction, and the lawyer's activity, through the dialogical and argumentative analysis of this pleading.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Research methodology***

***Advances in qualitative research methods***

Th-OR-S22-3

**Adopting video analysis methodology to explore Selection Interviews -insights and new directions**

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**Content:** Purpose: In this paper, we describe the potential of using video-based data to understanding some of the behaviours that take place during an employee selection interview. We first demonstrate how such data record in detail the interactions that take place in a job interview, and then proceed to illustrate how analysing such interactions challenges some of the assumptions we hold on the practice of job interviewing. We particularly focus on candidate reactions given that this is a well-researched area.

Design /Methodology: Drawing on naturalistic data of mock job interviews - collected as part of an ongoing study of job interviewing, we analyse interactions between interviewer and candidate and consider this through a conversation analysis /discursive psychology lens. An important feature of this is the opportunity to examine naturalistic data in real time.

Results: A range of interactional features were examined across the data. The use of candidate impression management strategies and response to different styles of questions were identifiable are focused upon here.

Limitations: Data was drawn from a set of simulated interviews, rather than in a real-world context.

Research / Practical implications: We discuss these findings in relation to the significance to established interview practice and application, while also drawing out the methodological implications for further research on job interviews..

Originality / value: Few studies have adopted a qualitative approach at an interactional level in focusing on job interviews. This provides new insights into the area.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Research methodology**

### **Advances in qualitative research methods**

Th-OR-S22-4

#### **Using narrative evidence synthesis as a systematic review method: An overview of the method, its application to engagement, and the lessons learned.**

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#### **Content: Purpose**

Systematic review refers to a rigorous approach to identifying and evaluating 'best evidence', traditionally associated with medical research. As work psychologists and HRM practitioners seek sound evidence about what works in different organizational settings, approaches to systematic review have progressed, promising greater sensitivity towards what counts as 'evidence'. This article explores one such systematic review approach that has hitherto been underutilized by HRM and work psychology disciplines - narrative synthesis - by describing a worked example of how this was used to evaluate the evidence on the topic of work engagement.

#### **Design**

We followed the five-step approach for conducting narrative evidence syntheses (Briner 2011) based on the principles of organisation, transparency and replicability.

#### **Results**

The synthesis yielded insights into the topic of work engagement not otherwise accessible through traditional approaches, such as meta-analysis. However, it also raised key questions about what counts as 'best evidence' and the implications of using inclusive 'narrative' approaches.

#### **Limitations**

Making hard decisions about where to draw the line in identifying and including 'best evidence' invariably involves a trade-off between manageability and inclusivity. We consider the issues of this trade-off when planning scoping, and reviewing bodies of literature.

#### **Research/Practical Implications**

We provide insight into the process of narrative synthesis and the practical research decisions that have to be taken in the process that often go unreported in reviews.

#### **Originality/Value**

The paper adds value by encouraging frank debate about the increasing demands for - and the less-well explained realities of evaluating - best evidence.

**Disclosure of Interest:** L. Fletcher Conflict with: This paper is based on independent research funded by the National Institute for Health Research (Health Services and Delivery Research, 12/5004/01)., A. Madden Conflict with: This paper is based on independent research funded by the National Institute for Health Research (Health Services and Delivery Research, 12/5004/01)., C. Bailey Conflict with: This paper is based on independent research funded by the National Institute for Health Research (Health Services and Delivery Research, 12/5004/01)., K. Alfes Conflict with: This paper is based on independent research funded by the National Institute for Health Research (Health Services and Delivery Research, 12/5004/01).

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Th-OR-S15-2

#### **Love-hate relationships with supervisors balanced by self-belief**

K. E. Ingram\*

#### **Content: Purpose**

Contemporary research highlights the pertinence of considering ambivalent attitudes within relationships at work (Methot et al., 2015). The current study introduces *supervisor relational ambivalence* to describe relationships where employees “maintain both positive and negative attitudes toward their supervisor,” and predicts that the combined effect of employee perceptions of leader-member exchange (LMX) and supervisor undermining are antecedent to such relationships. This study further examines whether an employee’s relational locus of control with their supervisor (i.e., perceptions that their own efforts and abilities contribute to the success or demise of a relationship) will alter such ambivalent attitudes.

#### **Design/Methodology**

Participants included 133 auditors (49% female) working at a large bank in North America. The 133 employees worked in groups within the same department supervised by one of 20 different managers. Participants completed identical surveys separated by six months. Participants’ ages ranged from 28 to 63 years old ( $M = 46.9$ ,  $SD = 9.08$ ). Results were analysed using HLM.

#### **Results**

The combined effect of leader-member exchange (LMX) and supervisor undermining strengthened the intensity of supervisor relational ambivalence, while the three-way interaction between supervisor relational ambivalence, LMX, and employee relational locus of control with supervisors mitigated this effect.

#### **Limitations**

All data were collected through self-reports.

#### **Research/Practical Implications**

Inconsistent supervisor behavior may incite relational ambivalence, which creates an uncomfortable workspace. Employees who take ownership of the employee-supervisor relationship are unlikely to experience ambivalence.

#### **Originality/Value**

This study provides a new relational framework through which to view the employee-supervisor relationship and its boundary conditions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Th-OR-S2-1

#### **Trusting the enemy within: How market competition affects displays of fairness, developmental opportunities & punishment towards amoral employees.**

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#### **Content: Purpose**

Anecdotal and empirical evidence suggests that unethical employees are sometimes condoned by organizations. We examine a potential explanation for this phenomenon as a function of the broader organizational context (i.e., competitiveness of the market). We draw on insights from the theories of bounded ethicality and social exchange and propose a model in which market competition increases the likelihood that managers take an instrumental perspective in their appraisal of employees at the cost of moral considerations. We hypothesized that in competitive relative to more stable markets, 1) leaders are more inclined to perceive transgressing employees as trustworthy (and treat them favorably) based on instrumental considerations and 2) leaders are more inclined to ignore employees' amorality and perceive amoral employees just as trustworthy, and just as worthy of favorable treatment as more moral employees.

#### **Methodology & Results**

An experiment with organizational leaders (N = 152) and a multi-source survey (202 supervisor-subordinate pairs) confirmed our hypotheses and showed that market competition 1) increases instrumental considerations in the perceived trustworthiness and punishment of amoral employees, and 2) decreases the influence of employees' amorality on leaders' perceptions of trustworthiness and their treatment in terms of justice enactment and giving developmental opportunities.

#### **Limitations**

More research is needed to see whether the effects of market competition generalize to other organizational contexts and leadership behaviors.

#### **Implications & Originality**

Our research brings a new yet highly salient variable to the leadership literature. It helps organizations and policy makers to identify where ethical blind-spots may form.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Th-OR-S32-1

#### **The relationships between leader narcissistic rivalry, perceptions of leader competence and follower trust: The moderating role of conscientiousness**

E. Dietl\*

#### **Content: Purpose**

Previous studies have found mixed effects for the narcissism-leadership outcomes relation. Therefore, the present research examines the interactive effect of leader narcissism and conscientiousness on perceived leader competence and follower trust in their leader. Drawing on research that disentangles two dimensions of narcissism (rivalry and admiration; Back et al., 2013) I hypothesized that the interactive effect of narcissistic rivalry and conscientiousness predicts (reduced) perceived leader competence, which, in turn, is positively related to follower trust in their leader (i.e., a first-stage moderated mediation). I expected conscientiousness to moderate the relationship between narcissistic rivalry and perceived leader competence, such that leaders with high levels of narcissistic rivalry are only perceived as less competent when a leader also possesses low conscientiousness.

#### **Design/Methodology**

I collected data from 103 leaders and 232 followers using a multi-wave multi-source design. Leaders assessed their narcissism and conscientiousness (at time 1), while followers evaluated leader competence (at time 2) and trust in their leader (at time 3).

#### **Results**

Moderated mediation analyses supported the hypotheses. As expected, I did not find a moderated mediation for narcissistic admiration.

#### **Limitations**

The correlational design impedes causal inferences.

#### **Research/Practical Implications**

From a personal selection perspective, persons who are low in narcissistic rivalry and high in conscientiousness should be selected as leaders.

#### **Originality/Value**

This study contributes to the literature by demonstrating that narcissistic leaders may harm their organization under specific conditions. In so doing, this finding and the framework of the Narcissistic Admiration and Rivalry Concept may help explain inconsistent previous results.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Th-OR-S32-4

## **Do Emotional Intelligence make leaders? An investigation of Trait Emotional Intelligence and Motivation to Lead**

C. W. Farstad\*

### **Content: Purpose**

Research on leadership motivation (Chan & Drasgow, 2001) have found several personality traits related to leadership potential. Still, several personality traits related to leadership effectiveness are yet to be investigated. Hence, based on the Trait Emotional Intelligence Questionnaire (TeiQUE; Petrides & Furnham, 2001) we want to investigate individuals' emotional intelligence and the relation toward an individuals' motivation to enter an leadership career.

### **Design/Methodology**

So far 300 students have answered a self-report questionnaire with TeiQue, five-factor model, and the Motivation to Lead Scale. We strive to pass 400 students for the study.

### **Results**

Since the data are still being collected the results are not ready. Preliminary results show significant tendencies for support of the main hypothesis.

### **Limitations**

The data are being collected based on self-report surveys. The limitations for self-report student samples are well known and will be argued for.

### **Practical Implication**

The underlying tendencies for entering a leadership position enable us to understand more of what leadership is about. Research on emotional intelligence emphasize individuals' emotions as important facets in leadership. This challenge the more recognized "hard" and "bold" view of leadership.

### **Originality**

The unique value of this research are threefolded; (1) a further validation and understanding of TeiQue and its psychometric property in the field of leadership, (2) a further investigation of antecedents to leadership motivation might impact how we recruit and develop leaders; (3) a further understanding of the leadership construct in terms of underlying traits and motivations to enter its property.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Fr-OR-S57-3

#### **Bright side characteristics, dark side leadership: Intellectual efficiency and Big Five as predictors of destructive leadership behavior in crisis**

L. Kant<sup>1,\*</sup>, A. Skogstad<sup>1</sup>, S. W. Hystad<sup>1</sup>, R. J. Værnes<sup>2</sup>, S. Einarsen<sup>1</sup>

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#### **Content: Purpose**

Intelligence and normal personality are the usual suspects of individual psychology. Scholars know of their empirical influence on constructive leadership, but little of their influence on destructive leadership behavior (DLB). We investigated the impact of such universal personal characteristics on active (derailed) and passive (laissez-faire) forms of DLB during offshore crisis manager selection.

#### **Design/Methodology**

The candidates (n=65) were first tested for (a) intellectual efficiency (Raven's Advanced Progressive Matrices, timed administration), and (b) Big Five personality (NEO-PI-R). Thereafter they were independently observed by subordinates during a simulated crisis situation of a long running crisis management assessment center. Candidate characteristics were tried as predictors of subordinate DLB ratings.

#### **Results**

Multiple regression analyses show Intellectual efficiency to reduce passive DLB and Extraversion to reduce active DLB. The remaining four personality dimensions of Big Five did not predict either form of DLB.

#### **Limitations**

Generalizability from the short time frame and specifics of crisis management simulations may be limited. Formative single item measurement of DLB may be debated.

#### **Research/Practical Implications**

Firstly lack of some normal bright side characteristics may contribute to dark side leadership. Secondly, they have different contributions to active and passive forms of DLB. Thirdly, much of DLB is explained by other factors than the distal and individual ones explored here. The findings supply new arguments for selecting intelligent and extroverted leaders—particularly in critical and straining operations.

#### **Originality/Value**

This is a rare investigation of observed DLB, bright side individual antecedents, in critical operations with real life leaders.

**Disclosure of Interest:** L. Kant: None Declared, A. Skogstad: None Declared, S. W. Hystad: None Declared, R. J. Værnes Conflict with: Employee of the service provider where the research data was gathered. The study participants were however employed by other, client, organizations., S. Einarsen: None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Fr-OR-S95-1

#### **Effects of leaders' behavioural integrity on followers cooperation levels**

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**Content:** Purpose: to examine the influence of a leader's behavioural integrity (LBI) on follower's cooperation in an experimental setting.

Design and Methodology: 105 students were randomly assigned to one of the three experimental conditions: (1) leader's behaviour integrity, (2) leader's non behaviour integrity and (3) the control. The LBI was primed by an email message urging the participants in group 1 and 2 to be on the experiment setting 10 minutes earlier. The value of punctuality was highly stressed by the principal investigator on that message. On the first group the principal investigator (PI) was on time, on the second group the PI arrived 30 min late. Participants had to perform a decision-making task through the Qualtrics platform, the public goods game.

Results: A one-way between subjects ANOVA revealed a significant effect of LBI on followers cooperation at the  $p < .05$  level for the three conditions [ $F(2, 77) = 6.951, p = 0.002$ ]. Post hoc comparisons using the Tukey HSD test indicated that the mean score for the leader's behaviour integrity condition ( $M = 1.52, SD = 0.58$ ) was significantly different than the leader's non behavioural condition ( $M = 0.84, SD = 0.79$ ). Limitations: Further studies should be conducted to explore the specific conditions where cooperation may be triggered by leader behaviour.

Implications:

Originality/Value: The experimental research allows a causal analysis on the effect LBI on team cooperation,

Keywords: leadership; behavioural integrity; cooperation;

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Fr-OR-S92-2

#### **Going to work while being sick – a new trend deriving from new management and leadership styles?**

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#### **Content:** Abstract

**Background.** The increasing trend of non-personalized leadership seem to increase health effects of stress. Individual agreements on objectives and internal ranking systems within a profit center structure replace traditionally used personnel management, so an increasing competition between the employees within the same company.

**Aim.** The centralization of management control with simultaneous decentralization seems to negatively affect the team spirit and can lead to contention within a company. The personnel responsibility for results in decreasing scope seems to have a negative impact on health.

**Methods.** Within a case study with 3-stage content analysis, problem-centered interviews and a quantitative survey were chosen to determine health effects of the changing management patterns. Attention here was focused on internal communications, health problems, internal conflicts, expending willingness and motivation.

**Results.** The ‘lack of team spirit’ and ‘counterproductive competition situations’ can be shown deriving from the competitive leadership and management styles. Still, profit responsibility without enough control in the sense of the demand-control model has negative influence on the health. However, due to those ‘new” management systems, employees tend to go sick to work.

**Conclusions.** To summarize, in organizations with internal competition, the team spirit can drop and the health burden can increase. As a result, these employees come frequently sick to work and cause avoidable costs.

**Keywords:** personnel management, consequences of stress, internal competition, profit center, leadership

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Th-OR-S40-3

#### **Implicit Assessment of Transformational Leadership via Conditional Reasoning**

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#### **Content: Purpose:**

Aim of the current study was to construct and test the initial validation of an implicit assessment of transformational leadership proclivities based on the Conditional Reasoning Test approach (CRT) which is used to identify the justification mechanisms (i.e. cognitive biases) indicative of specific motives and personalities.

#### **Design/Methodology:**

With a literature search we identified the motives and justification mechanisms (JMs) characteristic of transformational leaders. These are the power motive with its' JMs of agentic bias and power attribution bias; the change motive with its' JMs of positive connotation of change bias, personal responsibility inclination bias, and identification with change initiators bias; the activity inhibition motive; and finally the exhibition motive. Preliminary studies including interviews with employees in leadership positions were conducted to construct and finalize the CRT question set. The 26 questions were in inductive reasoning-format with four response options. Two response options were clearly illogical, one option indicated a specific JM and the remaining option indicated the lack of a JM. The CRT validation study sample included 234 participants; 81 leaders and 153 subordinates.

#### **Results:**

The CRT improved prediction of leadership position and subordinate ratings of leaders' transformational leadership style over leader's self-rated transformational leadership perceptions, personality, and motivation to lead.

#### **Limitations:**

Generalizability of the validity of the CRT leadership needs to be tested.

#### **Research/Practical Implications:**

The implicit assessment offered better prediction than explicit self-report assessments.

#### **Originality/Value:**

The study contributes to the literature on implicit personality assessment in assessing leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Th-OR-S2-4

#### **The influence of implicit and explicit humility on humble leadership behaviour and follower satisfaction**

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<sup>1</sup>Business and Organisational Psychology, University of Hohenheim, Stuttgart, Germany

#### **Content: Purpose**

Based on the humility measurement paradox – humble people do not indicate their humbleness when asked directly and vice versa – we hypothesized that implicit leader humility predicts humble leadership behaviour, whereas explicit humility (i.e., self-reported) does not. Further, we proposed that humble leadership behaviour mediates the positive relation between implicit leader humility and follower job satisfaction. We expected that followers' self-efficacy strengthens the positive relation between humble leadership behaviour and job satisfaction. Overall, we hypothesized a second-stage moderated mediation model.

#### **Design/Methodology**

We recruited 236 leader-follower dyads using a multisource multi-wave design. Leaders assessed their implicit humility using an Implicit Association Test ( $\alpha = .72$ ) and reported their explicit humility ( $\alpha = .71$ ); employees evaluated their leaders' humble leadership behaviour ( $\alpha = .89$ ) at Time 1 and assessed their self-efficacy ( $\alpha = .82$ ) and job satisfaction ( $\alpha = .74$ ) at Time 2.

#### **Results**

Moderated mediation analysis supported all our hypotheses.

#### **Limitations**

The hypothesized causal relationships remain to be tested in experimental study designs.

#### **Research/Practical Implications**

Regarding personnel selection, organizations may consider assessing leaders' implicit humility, because we showed that only implicit humility predicted humble leadership behaviour. Followers with high self-efficacy benefitted most from humble leadership behaviour.

#### **Originality/Value**

We extend the scarce literature of humble leadership behaviour by investigating its antecedents and a moderating factor in the relationship between humble leader behaviour and job satisfaction. We present a solution for the humility measurement paradox by constructing an indirect measure of humility assessing implicit humility and by demonstrating its predictive validity.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-OR-S40-4

**Applying dynamic systems thinking to studying leadership**

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**Content:** In this paper, we demonstrate that relaxing the reductionist assumptions we commonly make when doing leadership research and replacing them with another of assumptions – based on principles of dynamic systems theory - allows to capture leadership as it plays out in everyday life. In particular, we suggest to not start from the idea that the capacity for leadership is a static quality, inherent to the leader, but rather view leadership as a dynamic phenomenon, emerging from the interaction between the individual and the situation. Second, instead of conceptualizing leadership style as a static quality that does not change across situations, we suggest that one leader can be characterized by multiple, even oppositional leadership behavioral tendencies. Finally, as opposed to seeing leadership as a top-down, one-directional relationship between leader and subordinate(s), leadership should be thought of as a two directional, relational process between the leader and the subordinate(s). In this paper, we demonstrate that embracing the principles of dynamic systems thinking and applying them at different levels of leadership research -on the level of the individual leader, on the level of the leader-subordinate dyad, and on the level of the team – allows to study leadership at a higher level of complexity.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Th-OR-S2-3

## **THE WAY I SEE YOU. LEADERS' ATTACHMENT STYLE AS AN ANTECEDENT TO IMPLICIT FOLLOWERSHIP THEORIES**

P.-M. M. Thompson <sup>1,\*</sup>, L. Glasø <sup>1</sup>, S. B. Matthiesen <sup>2</sup>

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### **Content:**

#### **Purpose**

The idea that leaders' perception of followers matter is not new in organizational literature (i.e. McGregor's Theory X and Y, 1960). Research on Implicit Followership Theories (IFTs), which addresses leaders' subjective views of followers as a group, offers a modern cognitive-oriented approach to this topic. However, very few studies have investigated the origin of IFTs. Hence, building on Bowlby's attachment theory, we investigated the relationship between leaders' attachment style, reflecting relational experiences with significant others, and IFTs. We hypothesized that anxious and avoidant styles are related to negative IFTs (H1). We further proposed that avoidant leaders are likely to project own negative material onto others (defensive projection). Specifically, we hypothesized that leader's own competence level moderates the relationship between avoidant style and IFT facet incompetence (H2), so that avoidant leaders feeling incompetent at work may view followers as more incompetent.

#### **Design/Methodology**

Survey data was collected from 258 leaders in a variety of work settings.

#### **Results**

Hierarchical regression analyses supported both hypotheses.

#### **Limitations**

The generalization of the observed moderation effect remains to be tested.

#### **Research/Practical Implications**

By introducing attachment theory to IFTs research, the present study contributes to both theory building and practice, as it identifies important underlying mechanisms in leader-follower relationships, which influences leaders' evaluation of followers, potentially resulting in phenomena such as self-fulfilling prophecies.

#### **Originality/Value**

This study: 1) examines empirically, for the first time, the attachment-IFTs link; 2) discusses underlying principles, including schema transference and defensive projection; and 3) highlights the complexity in understanding the roots of IFTs.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Fr-OR-S92-3

#### **Supervisor's HEXACO Personality Traits and Follower Perceptions of Abusive Supervision**

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<sup>1</sup>VU University Amsterdam, Amsterdam, Netherlands

**Content: Purpose.** Abusive supervision is detrimental to followers in various ways, ranging from reduced job satisfaction to insomnia. With an estimated prevalence of 13.6% and estimated cost of 23.8 billion dollars annually, abusive supervision is a real societal problem and studying its antecedents is indispensable. The present study contributes to this literature by examining the relationship between supervisor's HEXACO personality traits and follower perceptions of abusive supervision. Specifically, we propose that supervisors high on Agreeableness and Honesty-Humility are perceived as less abusive by their followers.

**Design/Methodology.** One hundred and seven unique supervisor-follower dyads filled out an online questionnaire about their own personality (i.e., leader) and perceptions of abusive supervision (i.e., follower). We used multiple linear regression and relative weight analyses to test our hypotheses.

**Results.** Agreeableness and Honesty-Humility were negatively related to abusive supervision, Agreeableness being the most important predictor. Emotionality, Extraversion, Conscientiousness, and Openness to Experience were unrelated to abusive supervision.

**Limitations.** We focused on the broad personality domains and although broad traits have high predictor power and explanatory power, narrow traits seem to have higher predictive power.

**Research/Practical Implications.** Contrary to previous research, our findings show that supervisor personality plays an important role in abusive supervision. Specifically, selecting those high on Agreeableness and Honesty-Humility seems to reduce the chances of hiring abusive supervisors.

**Originality/Value.** Although there are some studies showing that abusive supervision is a consequence of displaced or provoked aggression, little is known about individual differences in personality related to abusive supervision.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

Fr-OR-S57-1

#### **Bad Work – Bad Leaders? Work characteristics as antecedents of abusive supervision**

C. Stempel\*, T. Rigotti

**Content: Purpose.** Previous research shows that abusive supervision plays a central role when it comes to health- impairment at work. Results from meta-analyses suggest that the effects of destructive leadership even excel the ones of constructive leadership. But what are the determinants of abusive supervision? So far research mainly addressed personality traits of the leaders whereas contextual factors remain underexplored. **Design/Methodology.** To address this research question we asked 858 participants and their 102 direct supervisors at two points of measurement (time-lag: 12 month) about their working conditions and their perceptions on team climate. Additionally, employees rated their supervisors on abusive supervision. For the analysis the nested data structure was taken into account. **Results.** Results show, that work characteristics such as job insecurity and autonomy are significant predictors for abusive supervision at the second point of measurement. Beyond, further analyses on reversed causation suggest reciprocal processes. The findings are in line with theoretical models that describe a "vicious circle" of abusive supervision. **Limitations.** The time frame of one year may mask shorter or longer term effects. Due to the sampled branches, women are overrepresented in our sample, which may hamper generalizability of findings. **Research/Practical Implications.** Occupational health promotion aiming at the reduction of stressors, and fostering job resources might offer a good starting point for preventive actions to reduce the likelihood of abusive supervision. **Originality/Value.** This is not only one of the very few longitudinal studies on abusive supervision; by considering contextual factors it also provides a new systemic angle on its antecedents.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

Th-OR-S40-1

**Leader strain and follower burnout: Exploring the role of transformational leadership behavior**

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**Content: Purpose.** While most scholars in the field of leadership research investigate followers' health as a consequence of certain leader behaviours, relatively little is known about the health of leaders. Yet, it is still unknown which consequences arise from poor leader health. In this regard, this study aims at exploring the link between leaders' strain and followers' burnout within a health-oriented leadership framework to uncover direct and indirect effects via transformational leadership.

**Methodology.** 294 dyads of leaders and their followers took part in this study and provided information on transformational leadership style, levels of perceived strain, and burnout.

**Results.** Results show that (1) strained leaders display less transformational leader behaviours, (2) leaders' transformational leadership behaviours reduce follower burnout, and that (3) the relationship between leader strain and follower burnout is mediated by transformational leadership behaviours.

**Limitations.** As the study relies on cross-sectional data findings should be replicated within a longitudinal design or an experimental setting to draw inferences about causal directions of effects.

**Implications.** Findings of this study suggest a number of important practical implications that refer to either interventions preventing or reducing stress as well as methods of leadership training.

**Originality.** This study contributes to theoretical work on transformational leadership by following repeated calls for an integrative research on stress-related antecedents of transformational leadership behaviour to provide promising insights into the field of leadership theory shedding light into the nature of leadership under stress.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Bullying and harassment***

Sa-OR-S120-1

**The role of personality as a moderator on the relationship between role conflict and workplace bullying**

I. Reknes\*, S. Einarsen, J. Gjerstad, M. B. Nielsen

**Content:** The aim of the present study was to investigate the moderating effects of personality dispositions in the form of trait anger, trait anxiety and negative affectivity, respectively, on the relationship between role conflict and workplace bullying. Relationships were tested in two independent cross-sectional samples. The first comprised 462 employees from a Norwegian sea transport organization. The second sample was representative of the Norwegian working population and comprised 1608 employees randomly drawn from The Norwegian Central Employee Register. The findings showed that high levels of role conflict, trait anger, trait anxiety, and negative affectivity were all associated with an increased risk of being bullied. Analyses of moderation indicated that the examined personality dispositions moderated the relationship between role conflict and reports of bullying. Specifically, when experiencing low levels of role conflict, the likelihood of being exposed to bullying behaviors was small for all employees, regardless of their level of trait anger, trait anxiety and negative affectivity. On the other hand, exposure to high role conflict was related to an increase in exposure to bullying behaviors, but only among those with high trait anger, trait anxiety and negative affectivity. Hence, personality seems to act as conditional factor in the relationship between role conflict and workplace bullying. Further research should take this into account when studying factors related to bullying at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Bullying and harassment***

Th-OR-S1-2

#### **Reciprocal relations between incivility and well-being : Results from a four wave longitudinal study**

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#### **Content: Purpose**

The experience of incivility at work has detrimental consequences for well-being. However, less is known about its long-term consequences and possible reciprocal relations with well-being. We tested the relationships between workplace incivility and a variety of health and well-being indicators; self-rated health, psychological health, job and life satisfaction, and work and general stress, over one year.

#### **Design / Methodology**

Working adults (N = 1935; aged between 26 and 56, M<sub>age</sub> = 42; 49.6% male) responded to a questionnaire at four time points, each one year apart. Cross-lagged analyses were conducted with Mplus.

#### **Results**

Results showed that workplace incivility consistently related to a decrease in well-being one year later. Results also showed clear evidence for reverse effects; poor well-being led to increased experiences of workplace incivility.

#### **Limitations**

No conclusions about the developmental trend of workplace incivilities or well-being can be made.

#### **Research / practical implications**

This research shows that incivility has detrimental effects. Moreover, health and well-being have an important impact on the experience of incivilities, suggesting that these factors influence appraisals of certain social situations at work and/or that these factors lead others to behave towards certain employees in a more or less civil manner.

#### **Originality / value**

We show that experiencing workplace incivility leads to a decrease in well-being over one year. This held true for general indicators of well-being suggesting that the consequences of work incivility are not limited to the work domain. Additionally, we show that well-being shapes experiences of workplace incivility.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Th-OR-S36-4

**Perceived workplace bullying: a sense of injustice?**

C. Woodrow\*

**Content:** Purpose

Perceived injustice has traditionally been viewed as an antecedent or consequence of bullying. More recently, it has been suggested that perceived injustice may be a key component of the individual experience of bullying. However, very little empirical work has examined this issue. The purpose of this study was to explore and clarify the role of perceived injustice in bullying using an in-depth qualitative methodology.

Design/Methodology

The research took the form of a case study conducted in one public sector organization, and involved analysis of staff survey data and a series of semi-structured interviews with staff.

Results

Perceptions of injustice emerged as a key component of the experience of bullying, with issues involving each of the three primary dimensions of justice emerging. Importantly, instances of perceived injustice were often interpreted and reported as bullying behaviour that was perpetrated by the organization.

Limitations

The research was a case study conducted with a relatively small sample of employees in one organization. Future research may examine alternative contexts.

Research/Practical Implications

This research shows that instances of perceived injustice form a key part of the lived experience of bullying, and in some cases are viewed as bullying. This suggests that traditional techniques for managing bullying may be inappropriate in some reported cases.

Originality/Value

This is the first study to examine the role of justice in the experience of bullying behaviour using in-depth qualitative methods. The study shows that justice perceptions play an important role in the way people interpret and report workplace bullying.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Sa-OR-S120-2

**The indirect effect of distributive justice on turnover intention through cyberbullying practices and the role of people orientation leadership**

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**Content:** Cyberbullying has increasingly become an occurrence in organizations, however, this phenomenon remains understudied. To understand the mediator role of cyberbullying and the organizational factors that affect turnover intention, the present study examined the mediating and moderating variables in the relationship between distributive justice and turnover intention using a sample of 273 employees from 33 different companies. Hierarchical Linear Models revealed that distributive justice is related to turnover intention and that the perceived departmental practices of cyberbullying mediated this relationship. We also found that at the supervisory-level of analysis, a leadership with lower orientation towards people moderated the indirect relationship between organizational justice and turnover intention. The current study has important implications for the study of cyberbullying in organizational contexts and its effect in the indirect relationship between perceptions of distributive justice and negative organizational outcomes (turnover). Moreover, our study emphasizes the role of leadership practices reinforcing that departments with leaders with lower orientation towards people tend to promote a higher indirect effect in the relationship between distributive justice and turnover intention.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Bullying and harassment***

Th-OR-S36-2

**High or Low Levels of Some Bright and Dark Sides of Personality May be Adaptive for Well-being in Face of Workplace Bullying**

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<sup>1</sup>University West, Trollhättan, Sweden, <sup>2</sup>Gdansk University of Technology, Gdansk, Poland

**Content: Purpose** Targets of workplace bullying tend to have poor health, and we set out to determine whether personality may predict their health quality.

**Design/Methodology** We collected data from 171 people (98 women); social workers, engineers and restaurant employees. To measure health, we used parts of EQ-5D (usual activities, pain/discomfort and anxiety/depression), and EQ VAS, a visual analogue scale. Bright (Big-Six) and dark (Machiavellianism, subclinical psychopathy, and narcissism) personality traits were measured by MiniPIPI6 and Short-D3. NAQ-R was used to determine who feel bullied. The relationships of the traits and bullying with health (outcome) were analyzed using 3-step hierarchical linear regressions, controlling for gender, age and social desirability.

**Results** In face of workplace bullying low extraversion, humility-sincerity and low narcissism significantly predicted poor health related to both discomfort and usual activities. Separate regression models regarding both bright and dark sides of personality predicting depression/anxiety became non-significant when NAQ-R was entered.

**Limitations** Cross-sectional design and Swedish population.

**Research/Practical Implications** These results imply that high levels of extraversion, humility-sincerity and narcissism may protect dimensions of health important for working life in face of workplace bullying, while low levels of these traits make a target's health more sensitive. Low honesty-humility, that is, poor reciprocal altruism (fairness), was associated with poor health in face of workplace bullying.

**Originality/Value** The study is the first to analyze different dimensions of health quality with predictors of both bright and dark personality in face of workplace bullying, discussing the results within Hobfoll's COR theory and evolution theory.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Conflict in organizations***  
***Bullying and harassment***

Th-OR-S36-1

**Consequences and environmental risk factors of workplace bullying, as element of multidimensional model of bullying**

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**Content:** The aim of the presentation is to present the most common consequences and risk factors of bullying at the workplace. In the relevant literature we can find two main classes of bullying risk factors: environmental and individual (Zapf, Einarsen, 2003; Hoel, Salin, 2003; Moayed et al., 2006). Most authors underline the crucial role of environmental factors in the development of bullying.

**Objectives:** The aim of the study was to evaluate the consequences of the exposure to workplace bullying, and the organizational risk factors of bullying. **Materials and Methods:** Participants belonged to two professional groups: transport workers (n=1889) and teachers (n=1214). The frequency and type of bullying behaviour was measured by MDM Questionnaire developed at NIOM Work Psychology Department, mental health status by General Health Questionnaire (GHQ-28), level of burnout was determined by Maslach Burnout Inventory (MBI) and the organizational risk factors was measured by 27-items survey "...Psychosocial Work Environment". **Results:** Results of our study point to adverse consequences of exposure to bullying at workplace, irrespective of its source. We assume that bullying, as the phenomenon reflecting quality of long term interpersonal relationships, may affect health and functioning of workers. The environmental predictors of bullying was: dehumanized company policy, negative organizational culture, ineffective social communication and poor work organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Th-OR-S36-3

**Examining Job and Organizational level antecedents of Workplace Bullying: The moderating role of Power Distance Orientation**

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**Content: Purpose:** The present study aims to examine the effects of person-job fit (PJ fit) and psychological safety climate (PSC) on workplace bullying. The moderating role of power distance orientation (PDO) on antecedents (PJ fit and PSC)-bullying relationship was also investigated.

**Design/Methodology:** Data were collected through paper-and-pencil technique during working hours from 834 Indian managerial employees across service and manufacturing sectors.

**Results:** The results revealed that low person-job fit and low psychological safety climate positively correlates with workplace bullying. It was also found that power distance orientation qualified the effects of low PJ fit on workplace bullying such that the positive relationship between low PJ fit and workplace bullying was weaker for individuals high on PDO. However, no moderating role of PDO was found in the PSC-bullying relationship.

**Limitations:** A cross-sectional design and use of self-reported questionnaire data is a limitation of this study. Nevertheless, the findings have implications for workplace bullying literature in specific to the Indian context and in general to extant bullying literature.

**Research/Practical Implications:** By promoting PJ fit and PSC, organizations can prevent employees from developing the perceptions of workplace bullying which is found to cause serious negative impacts on the employees as well as organizations.

**Originality/Value:** The present study is among one of the few studies on workplace bullying in the Indian context. This study enriches the existing workplace bullying literature by examining PJ fit and PSC as job-level and organizational-level antecedents of workplace bullying and PDO as a moderator in the antecedents-bullying relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Th-OR-S33-5

**The Vicious Cycle of Bullying:**

**How Daily Exposure to Negative Acts Undermines Well-Being**

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**Content: Purpose**

Building on Affective Events Theory, the aim of the present study was to examine immediate and persistent effects of daily exposure to negative acts on daily well-being, and to test the hypothesis that these effects would be stronger for those who already self-labelled as victims of workplace bullying.

**Design/Methodology**

The sample comprised 115 naval-cadets participating in two different two-month voyages from Northern Europe to North America. Self-labelled bullying was measured prior to the voyages. Exposure to negative acts and negative affect was measured daily during the first 33 consecutive days of the voyages. The hypotheses were tested using multilevel modelling in MLwIN 2.36.

**Results**

The results supported the hypothesised immediate and persistent positive effects of negative acts on negative affect, lasting up to two days after exposure. Support for interaction effects were found for the persistent effects, where exposure to negative acts predicted a persistent increase in negative affect only among those who had self-labelled as victims. Surprisingly, no corresponding interaction effect was found for the immediate effect within the same day.

**Limitations**

Only self-report single-source measures were applied.

**Research/Practical Implications**

The results indicate that exposure to negative acts has an immediate effect on well-being, while the effects are persistent only among those who already perceive themselves to be victims of bullying. This suggests a vicious cycle of bullying experiences.

**Originality/Value**

This is the first study to demonstrate that victims of bullying are more likely to experience negative consequences of exposure to negative acts, on a daily basis.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employee Silence and Workplace Bullying: Correlates and Predictors of Non-Reporting**

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**Content: Purpose**

We studied employee silence, originally defined as withheld evaluations (positive and negative) of work circumstances to persons able to effect change (Pinder & Harlos, 2001). Drawing on employee silence theory, we examined self-labelled targets and observers of workplace bullying to identify correlates and predictors of silence, operationalized as non-reporting of bullying to authorities for remedy. We surveyed 15,370 employees in a Canadian public sector organization and hypothesized that personal (e.g., negative affect, gender) and situational (e.g., bullying severity, hierarchical power) factors would predict silence. For predictive comparison, we created a dichotomous and a continuous measure of silence consistent with its conceptualization as active behavior.

**Design/Methodology**

From 5,558 completed surveys, we classified employees as targets only (n=227), observers only (n=854), and both targets/observers (n=864) from measures of negative acts and bullying exposure consistent with a definition provided.

**Results**

Mean comparison and regression analyses suggest that targets' silence is predicted more by personal than situational factors whereas observers' silence is predicted more by situational than personal factors. The continuous measure of silence held little predictive value across targets and observers.

**Limitations**

Cross-sectional, self-report data limit strengths of this large sample of traditionally hard-to-access employees.

**Research/Practical Implications**

Results offer insight into silent targets and observers of workplace bullying, affirming that silence in negative contexts is an active condition preventing remedy. Decision-makers will benefit from learning about mistreated employees who forgo remedial reporting.

**Originality/Value**

This study answers the call for better understanding of employee silence, including antecedents and attendant characteristics (Harlos, 2016).

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Bullying and harassment***

Th-OR-S36-5

**What do bystanders of workplace bullying need to become active defenders?**

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**Content:** Purpose: Scholars consider encouraging bystanders to intervene as a solution to workplace bullying (Premilla D'Cruz & Ernesto Noronha, 2011). The aim of this paper is to detect the antecedent factors of bystanders' intervention. For this purpose, we have developed a model explaining the path leading witnesses to defend or passive by-stand.

Design/Methodology: Based on Pozzoli & Gini study, this research framework included three core variables: pro-victim attitudes, assumption of personal responsibility, and coping strategies. Moreover, we added measures of moral identity and social self-efficacy. All variables were measured by online self-report questionnaire. A total of 158 business students (master degree) responded to the survey.

Results: By structural equation modeling (SEM), we confirmed that moral identity is the primary motivator of the entire decision making process, and that assumption of responsibility has a pivotal role in choosing to defend the victim or not.

Limitations: Students could have a limited knowledge of the realities and constraints of the job market. The use of self-report measures can be sensitive to recall and response bias.

Research/Practical Implications: These results imply that a bystander who has a considerable moral identity and perceives personal responsibility is more likely to react. These conclusions can inform the development of more effective workplace bullying prevention programs.

Originality/value: To our knowledge, the study is the first to systematically analyze psychological mechanisms underlying witnesses' behavior during bullying episodes at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Bullying and harassment***

Th-OR-S36-6

#### **Bystander responses to bullying: to step in or stand back**

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#### **Content:**

##### **Purpose**

The effects of workplace bullying on victims has received vast academic attention. However, bystanders also play an integral role in finding a solution to workplace bullying. This paper examines the extent of bullying observed by nurses, observers' responses to bullying and factors influencing bystanders' propensity to formally report workplace bullying. We also explore the relationship between bystanders' perceptions of psychological safety across three levels (organisation, supervisor and colleague) and decisions to intervene or not. We propose that psychological safety across all levels would be positively associated with the decision to intervene.

##### **Design/Methodology**

A survey was distributed to 27,000 INMO members, 2929 usable responses, ( 10.8 % response rate) and analysed using hierarchical multiple regressions

##### **Findings**

Perceptions of supervisory and organisational safety/support are positively and significantly related to high involvement decisions such as formal reporting of the incident. However, perceptions of collegial safety were negatively related to high-involvement reactions and positively related to a low involvement decisions

##### **Limitations**

Perpetrators of bullying were not identified, thus we cannot determine whether horizontal or vertical bullying has influenced observers' responses to bullying.

##### **Research/Practical Implications**

Organisational safety is imperative. We recommend that employers highlight specifically the potential role of observers within bullying or dignity and respect at work policies.

##### **Originality**

Despite their critical role, bystanders have received insufficient attention in research and public policy. This paper aims to help address this gap by examining the responses of bystanders to bullying and the factors that influence their actions using the largest survey of nurses in Ireland.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Bullying and harassment***

Th-OR-S33-4

**Error and incompetence is not an option, but bullying behavior is...**

- **A Foucauldian investigation of doctors and nurses derogatory teasing practice**

M. Mortensen\*, E. Mygind Du Plessis

**Content: Error and incompetence is not an option, but bullying behavior is...**

- *A Foucauldian investigation of doctors and nurses derogatory teasing practice*

Mortensen, Mille<sup>1</sup> & Mygind Du Plessis, Erik<sup>2</sup>

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<sup>2</sup>Faculty of Business, Stord/Haugesund University College, Norway

#### **Purpose**

Fieldwork in a Danish hospital has demonstrated a persistent, prolonged and omnipresent bullying behavior in the form of derogatory teasing among doctors and nurses. The purpose here is to explore power struggles as a possible explanation for doctors and nurses' harmful bullying behaviour.

#### **Methods**

Five months of participant observation among doctors and nurses equivalent to a full time job, documented through the writing up of field notes. Moreover two focus groups and six semi-structured interviews with doctors and nurses from three observed hospital units were conducted and subsequently transcribed.

#### **Results**

Participants report a ubiquitous demand for infallibility in work-performance because incompetence and errors may have fatal consequences for patients. Failure is simply not an option. Concurrently they are subjected to political demands for public spending costs and managerial demands for persistent increased effectiveness within the 'production'. Observations show constant harassing behaviour e.g. derogatory teasing, irony and sarcasm aimed at (possible) incompetence, ignorance or medical error among colleagues. Foucault's concept of counter-power frames an understanding of this derogatory teasing as a way of dealing with the opposing demands of cuts, increased effectiveness and perfection in work-performance.

#### **Limitations**

As a qualitative study performed in only one Danish hospital the results are contextually limited thus far.

#### **Value**

This is the first ethnographic study on bullying behavior.

#### **Practical implications**

The study provides a basis for alternative ways of preventing and intervening against bullying behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Th-OR-S33-2

**The moderating effect of a climate of conflict management on bullying growing out of lack of role clarity in the organization**

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**Content: Purpose:** To investigate the moderating effect of a climate of conflict management on bullying growing out of a lack of role clarity in a Swedish governmental department.

**Methodology:** 1846 employees were invited to a survey study; 1383 (74.9 %) participated. Bullying was measured with NAQ-22 (Einarsen, Hoel, & Notelaers, 2009). Lack of role clarity and climate of conflict management were measured with different sub scales from a Swedish organizational survey instrument called LiMPA (under development); the subscales used were Clear Roles, CR ( $\alpha = .93$ ) and Conflict Management Climate, CMC ( $\alpha = .88$ ).

**Results:** There was a significant negative correlation between CR and NAQ-22 ( $r = -.40$ ). CMC showed a significant and very strong moderating effect ( $B = .0118$ ) on the correlation between NAQ-22 and CR. When CMC was high the correlation between CR and NAQ-22 disappeared.

**Limitations:** The investigation was carried out in only one organization. Thus, the results cannot represent the workforce in general.

**Implications:** The study calls for more research that can duplicate the result in other organizations. The study still implicate that a good conflict management may have very strong effects in preventing bullying.

**Value:** The study contributes to important knowledge on how to prevent bullying, and how and where in the organization to intervene to develop more healthy workplaces.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Conflict in organizations***  
***Bullying and harassment***

Th-OR-S1-1

**Exposure to workplace bullying and group dynamics: A social network analysis**

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**Content:**

**Purpose**

The aim of this study was to analyze how employees' position in the social network affects their exposure to bullying behaviours at work and how this exposure in turn affects group dynamics.

**Design/Methodology**

Longitudinal data on exposure to bullying behaviours (NAQ – short version) and network data on relationship quality (friendship relations; difficult relations) were collected in eight Finnish organizations. Hypotheses were tested based on two waves of data (n = 249) using stochastic actor-oriented modeling for the coevolution of networks and attributes, as implemented in RSiena.

**Results**

Contrary to expectations, the number of friends and the number of difficult relations (T1) had no effect on exposure to bullying behaviour (T2). However, respondents with higher exposure to bullying behaviours at T1 reported both more friendships and more difficult relations at T2, suggesting that on the group level bullying behaviour might lead to group polarization. Also, employees' exposure to bullying behaviours was affected by the bullying behaviours experienced by their friends, pointing to contagion or social influence effects.

**Limitations**

RSiena does not allow taking into account the multilevel nature of the data.

**Research/Practical Implications**

The findings highlight the importance of taking into account group dynamics for understanding exposure to workplace bullying and its consequences.

**Originality/Value**

The study introduces a new methodological approach to workplace bullying research, making it possible to take into account dynamics of social networks and the interdependencies between the actors and their responses to workplace bullying.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Bullying and harassment***

Th-OR-S1-3

**Am I really bullying? – leaders perspective on employee accusations.**

J. Skakon\*

**Content:** Purpose: Research points to leaders playing a pivotal role in bullying and that poor relationships between management and employees increases the risk of bullying. This study aims at revealing leaders explanations of the situation and their behavior, described as bullying behavior by their employees.

Design/Methodology: A qualitative approach is formed by semi-structured interviews with four leaders from various workplaces, who have been involved in situations with employees who accuse them for bullying behavior. A phenomenological analysis of the leaders narratives is conducted.

Results: Four themes appears; 1. Changing organizational demands and the leader's executive authority, when employees disagrees with leadership decisions, 2. Individual stress affecting cognitive capacity, behavior and communication, for both leader and employee, 3. Power struggles on a personal level, where the leader's position is continuously challenged by an employee, 4. To (anonymously) accuse a leader for bullying is a powerful means to cast doubt on the leader's skills, as the Danish health and safety legislation requires immediate intervention.

Limitations: In order to generalize findings, the qualitative data analysis might only form hypothesis to be further researched in a quantitative design,

Research/Practical Implications: Exploring various narratives in play, thus deconstructing the concept of bullying, might both inspire future research in the field, and extend intervention possibilities.

Originality/Value: This study informs current research in the field, by offering a new perspective of the concept of bullying, victim and power exercising in the light of a larger organizational context.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

Th-OR-S1-4

**Moral Issues of Bystander Behaviour in Workplace Bullying**

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**Content: Purpose:**

Workplace bullying research has predominantly focused on the bully-victim dyad. When acknowledged, bystanders have often been viewed as extended, passive, victims, frequently ignoring the social context of bullying and their ability to affect the development and continuation of bullying. Guided by Moral Disengagement Theory, we explore how bystanders may view and react to bullying scenarios, identifying organisational, situational and individual factors influencing, and possibly predisposing individuals to morally disengage.

**Design/Methodology:**

Participants were placed in focus groups (N=10), responding to and discussing vignettes describing bullying scenarios. Interviews were transcribed.

**Results:**

Using template analysis, organisational, situational and individual-focused themes emerged, including role ambiguity, ethical infrastructure and external locus of control, respectively.

**Limitations:**

It remains to be tested how influencing factors may vary across professions/sectors and for demographic factors such as gender. Cross-cultural studies may produce differing results.

**Research/Practical Implications:**

Results will influence development of survey questionnaires to test the findings and prepositions quantitatively. With organisational/situational factors shown to have prominence for bystander disengagement in workplace bullying scenarios, findings will inform development of educational materials/approaches to raise awareness of the influencing power of bystanders with the aim of counteracting bystander disengagement.

**Originality/Value:**

While moral disengagement theory has been applied in organisational/social psychology previously, it has mainly been used to study fraud or financial behaviours. This study is the first to use the theory to address its role in workplace bullying. Additionally, this study adds to the scant bystander literature in workplace bullying.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Burnout and fatigue***

Sa-OR-S116-1

#### **'Contagion' of burnout among teachers: a social network approach**

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**Content:** Burnout can be defined as a syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment. Previous studies have argued that burnout is, to some extent, contagious and employees are likely to “catch” feelings of exhaustion, depersonalization and reduced personal accomplishment.

**Purpose.** The aim of this study was to expand earlier findings on burnout contagion by applying a social network approach. Within this approach, it is assumed that some relationships provide more information on the feelings and attitudes of the other, and are therefore more persuasive or influential. This study therefore goes beyond the level of identifying interaction partners, and examines how characteristics of the relationship (nature, multiplexity, frequency, embeddedness) itself define burnout contagion. In this way, this study wants to provide a more fine-grained view on the contagion of burnout.

**Methodology.** By means of cross-sectional and temporal network autocorrelation models, burnout contagion was empirically investigated in the context of secondary school teams. Cross-sectional analyses were performed on the data of 931 teachers, working in 14 schools. Long-term effects of burnout contagion were assessed in 12 schools with 578 teachers.

**Results.** The results showed that all three burnout components are to some extent contagious, but different social-structural features play a role for each component. Moreover, long-term contagion effects were found for emotional exhaustion.

**Implications & limitations.** This study provides evidence for the importance of interpersonal relationships in the development of work-related feelings, such as burnout. Benefits and limitations of adopting a network approach to investigate processes of social contagion are addressed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Burnout and fatigue***

Fr-OR-S89-2

#### **Job resources, job demands, and exhaustion in different types of job crafters**

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#### **Content:**

##### **Purpose**

The purpose of this study was to investigate the use of different job crafting strategies. By definition, job crafting refers to actions that employees take to shape, mold, and redefine their jobs (Wrzesniewski & Dutton, 2001). Furthermore, it is seen as an important tool that helps to maintain optimal working conditions and, most importantly, may be employed when dealing with exhaustion (Bakker & Demerouti, 2007). However, it is not clear whether distinct “types” of job crafters exist and what differentiates between them. In order to address this question, the current study aimed: a) to identify possible job crafting types, b) to compare them across a range of job characteristics when predicting employees’ exhaustion.

##### **Design/Methodology**

Employees from a range of organizations were surveyed using cross-sectional design (N = 790). To analyze the data, cluster analysis, mean comparison, and multiple regression analyses were used.

##### **Results**

The results revealed three distinct job crafting clusters (i.e. types of job crafters). Statistically significant differences in the reported levels of job demands and job resources were found across the three groups. Furthermore, job characteristics were differently related to employees’ exhaustion when compared between the groups.

##### **Limitations**

The analysis was based on cross-sectional data, which limits the interpretation of findings.

##### **Research/Practical Implications**

The study suggests that several distinct job crafting patterns may exist and that they differently shape the way employees respond to their work environment.

##### **Originality/Value**

The study highlights the complexity of job crafting behaviours by analyzing patterns of strategies used to craft one’s job.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

Sa-OR-S141-3

**Political Skill, Political Decision Making, Job control, Emotional exhaustion: Testing a moderated mediation Model**

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**Content:** Political skill is defined as «the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives.» (Ahearn, Ferris & al., 2004). In the theoretical frame of the Conservation of Resources (Hobfoll, 1989), studies indicate that political skill allows individuals to cope with workplace stressors by favoring access to other social resources (Ferris & al., 2007). Individuals possessing political skill are more apt at navigating within contexts which are marked by highly political organizational perceptions.

We advance the hypothesis that job control will mediate the effect of political skill on emotional exhaustion and that these effects will be stronger in contexts characterized by strongly politicized decision making.

A sample of 123 French employees were requested by e-mail to participate in an investigation via a French version of an online questionnaire including Political Skill Inventory (Ferris & al., 2005), job control (Van Veldhoven & Meijman, 1994), emotional exhaustion (Maslach & Jackson, 1986) and perceptions of political decision making (Gallagher & Laird, 2008).

Results indicate that job control totally mediates the negative relation between political skill and emotional exhaustion. Under high perceptions of political decision making, a high level of political skill is associated with a significant increase in job control.

These results suggest the importance of considering the context in future research on political skill and on furthering studies of their impact on psychological health at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Burnout and fatigue***

Sa-OR-S128-4

#### **Predictors of Burnout: A study in Indian financial sector**

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#### **Content: Predictors of Burnout: A study in Indian financial sector**

**Purpose** - Burnout is a subject which has been studied at length mostly in the US and Europe. However, as late as 2015, researchers have stressed about the lack of research on burnout in India (Kumari, 2015). This study attempts to understand some of the predictors of burnout, namely, organizational environment, psychological well being and seniority levels. The study is based on the financial services sector which is not only critical but not much research has been carried out on this sector in India.

**Design/Methodology** – A survey was carried out involving 221 employees (males=152, females=69) of the financial services sector in India. Three measurement scales were used – Maslach Burnout Inventory (1981), psychological well-being scale (Ryff, 1989) and organizational environment scale (constructed by authors). Demographic data regarding seniority levels was also collected. Statistical techniques like factor analysis, ANOVA and regression were carried out for the analysis.

**Results** – The analyses suggests that the organizational environment (especially, friction at work) has a major role to play in burnout of employees. Psychological well-being failed to mediate the relationship between organizational environment and burnout. It was observed that senior managers tended to experience more burnout than junior managers.

**Limitations** – The study has been carried out on employees of the financial services sector hence the scope of generalization of the results is limited.

**Research/Practical Implications** - The findings have implications for positive organizational work practices to reduce burnout with a special focus on senior managers.

**Originality/Value** – It is an original piece of work and the study findings can also be used by HR professionals to understand and build organizational environment which fosters lower levels of burnout.

**Key words:** burnout, organizational environment, wellbeing, financial sector

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

Th-OR-S21-4

**Why are creative employees burning out (or not)? Creativity's role in intentionally changing unsatisfactory job roles and fit narratives**

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**Content:** While continuously found to be a significant driver for positive team and organizational outcomes, creativity can be a double edged sword for the creative individual, with links in psychology literature to dark outcomes including depression, substance abuse, mental disease, and suicide. Yet individual creativity ratings have also been correlated with performance and recognition and all the satisfaction that these bring. Given these seemingly conflicting phenomenon, it's necessary for management research to consider just what we expect to happen to creative individuals at work, along with what contingencies could draw them towards burnout and other dark outcomes. This conceptual presentation discusses surprising preliminary exploratory findings of creative employees demonstrating reduced levels of burnout in employee surveys. The paper also sets out two hypothesized mechanisms for this unexpected dynamic. Through a supportive organizational and team structure, creative individuals may be specially suited for effecting change to their work, thus applying change to their jobs resulting in reduced levels of burnout. At the same time, by applying characteristic divergent thinking and cognitive flexibility to their internal fit narratives, creative individuals are more suited for effecting change on their perceptions of their jobs. Organizational, leader and team moderators are expected to show a significant effect on a creative employee's reduction on levels of burnout according to existing research into creative work preferences. Potential confirmatory research streams are discussed. This paper is made both for opening a research agenda into creativity's dark side, and also uncovering challenging realities of managing creativity for practitioners.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee stress and burnout***

### ***Burnout and fatigue***

Sa-OR-S128-3

#### **Truck drivers and burnout: the influence of different role stressors**

B. De Waard\*, J. Semeijn, J. Semeijn

#### **Content: Purpose**

Little is known about the relation between role stressors and the occurrence of burnout among truck drivers. Emotional exhaustion is typical for burnout, which may impact job performance and retention. In this study, we investigate the relationship between different role stressors for truck drivers and all three components of burnout: emotional exhaustion, depersonalization, and diminished personal accomplishments.

#### **Design/methodology/approach**

Data is collected both online and offline. We used various social networks, while the questionnaire is administered to professional truck drivers at truck stops throughout The Netherlands. We used a dual wave time-lagged design with a two-month interval. Data of more than 250 truck drivers are analyzed using structural equation modeling (PLS).

#### **Results**

Findings will show the relationship between role ambiguity and role conflict, the three components of burnout, as influenced by emotional intelligence of dispatchers and quality of sleep. Analyses reveal whether causal relationships can be established between role stressors and burnout.

#### **Limitations**

Data were restricted to the Dutch context. The time interval used was only two months.

#### **Research and Practical implications**

This study shows how different role stressors are impacting daily lives of truck drivers and can lead to a burnout. For practice, the results imply how dispatchers and managers can help reduce role stressors by making necessary adjustments to prevent burnout.

#### **Originality/value**

This study examines whether job stressors also have a relationship with depersonalization and diminished personal accomplishments. Moreover, this study clarifies how the emotional intelligence of a dispatcher or sleep problems play a role in this relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Burnout and fatigue***

Sa-OR-S137-2

## **A structural model of work intensity, workaholism, burnout and musculoskeletal complaints**

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<sup>1</sup>North-West University, Potchefstroom, South Africa

### **Content:**

#### **Introduction:**

Employees face increasing demands in the modern sphere of work due to factors such as challenging economic conditions and the pursuit of professional goals. This increases the intensity of work and can increase workaholic behaviour, burnout and even affect physical health, such as musculoskeletal complaints (MSC). This study tests a preliminary structural model to ascertain the relationships between work intensity, workaholism, burnout and musculoskeletal complaints in a large engineering firm.

#### **Method:**

The sample consisted of 398 white collar workers, with majority female participation. Mplus 7.4 was used to perform the statistical analyses. A structural model was specified with work intensity as a total score and latent variables for workaholism, burnout and MSC. Three potential indirect relationships, i.e. mediation models, existed within the specified model and bootstrapping with 95% confidence intervals was used to investigate these relationships.

#### **Results:**

The results revealed that the model was an adequate fit to the data (CFI=0.93; TLI=0.93; RMSEA=0.06). Correlations showed that all of the variables were statistically significantly positively correlated with one another at a minimum effect size of medium. The regression results also showed that all of the specified relationships between the variables were statistically significant. All three potential mediating effects were found to be significant, i.e. did not cross zero.

#### **Discussion:**

The results supported that work intensity, workaholism and burnout has a positive relationship with MSC – which is in line with the health impairment process of the job-demands resources model which indicates that when demands are high – and sufficient effort-recovery is not sought – that employee energetic capacity is affected and this leads to a downward spiral into burnout and eventual ill-health complaints. The importance of effort-recovery and a balanced workload should be stressed within organisations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

Th-OR-S7-1

**Work engagement and burnout: Exploring the effects of deep and face acting**

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**Content:** Purpose: Turning to the dark side of work engagement, this research explores the boundary conditions concerning the effects work engagement has on employees' burnout. Deep and facial acting are proposed to weaken and strengthen the association between work engagement and burnout.

Design: Lagged and other-rate design is implemented to test the proposed model. To test the hypotheses, multi-level regression analysis is used.

Findings: Results revealed that the negative effects of work engagement on burnout weakened when employees acted high on deep emotional reactions. The negative effects of work engagement on burnout strengthened when employees were high on fake emotional reactions (fake acting).

Contributions: This research enhances debates on the dark side of work engagement and brings a new perspective from affect-emotion research to develop our understand as to why work engagement might not be a "good" thing.

Practical Implications: This research highlights the importance of understanding employees' emotional reactions and their emotional states when being recruited. HR departments and managers might pay particular attention to this matter.

Limitations: Data is collected from Turkey, which limits the extent of drawing general conclusions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Career patterns and mobility***

Th-OR-S35-4

**Reflective Decision Making as a Process in the Academic Career Orientation: Turkish Postgraduate Education Scholars**

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**Content:** This study aims to understand career choice of “Selecting and Appointing the Candidates to Send Abroad for Postgraduate Education” (YLSY) scholarship participants in Turkey and their reasoning for selecting academia. In this study, interviews were conducted to gain an enhanced understanding of the current candidates’ cognitions and emotions. Nine female and ten male participants were recruited using snowball and convenience sampling. The participants answered seven demographic and 23 semi-structured interview questions. The transcribed data were analysed using content analysis and the rational decision making steps were observed in the data. Five super-ordinate themes emerged that explain the decision making as a process. The first theme addressed “future planning during undergraduate education and its determinants”, the second theme questioned and showed how they “recognize the alternatives and comparison of options for academic career”. Next, the participants “evaluate the scholarship program” and the reasons behind their participation in it and then they “make a binding decision”. In the last step participants “reconsider their decision and deal with regret”. Results show that the academic career orientation is based on a decision making process and participants frequently revisit their career planning in accordance with opportunities and hurdles emerge over time. In summary, this study contributed to decisionmaking literature by examining the personal and social factors that affected the candidates of academic career in the beginning of their career path. Even if the target group is the participants of a particular scholarship program, results could generalize the other scholarship programs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Career patterns and mobility***

Sa-OR-S138-3

#### **'More than a job' - Influence of career-fit beliefs on career decision-making**

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<sup>1</sup>School of Management, Queensland University of Technology, Brisbane, QLD, Australia

#### **Content: Purpose**

Extensive career research on the individual and the exercise of their career agency has developed since protean career (Briscoe & Hall, 2006) and boundaryless career (Arthur & Rousseau, 2001) concepts were advanced. Occupational commitment as a factor in individual career goal-setting and decision-making remains underexplored (Jones & McIntosh, 2010; Teng et al, 2009). Drawing on the work of Meyer, Allen and Smith (1993) and Blau (2003), we explored the extent to which career beliefs based on fit and occupational commitment influenced career decision making among three groups: (i) individuals in career transition through involuntary redundancy; (ii) individuals in an occupation characterised by personal risk and stress but also deep attachment and long service histories; and (iii) individuals in an 'accidental' occupation, i.e. an unintended but satisfying career niche.

#### **Methodology**

Eighty-two semi-formal interviews were conducted overall in three purposive samples exploring factors that positively influence occupational satisfaction and lessen the impacts of negative factors in the work or individual career situation.

#### **Results**

Development of a professional identity related to a particular occupation can occur through logical or intuitive alignment at cognitive, emotional and values levels, influencing career goals, job satisfaction, persistence in occupational adversity and feelings of authenticity.

#### **Limitations**

The purpose here was exploratory, larger scale research will result in more generalizable findings.

#### **Implications**

The research contributes to knowledge and practice for talent management, career counselling and interventions and individual career planning.

#### **Value**

To our knowledge, the topic is under-explored in these groups and this study contributes valuable additional understanding.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Career patterns and mobility***

Th-OR-S52-4

## **The PaGe study on newly arrived refugees in Germany: Career adaptabilities, entrepreneurial cognitions, and personality**

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<sup>1</sup>Entrepreneurship and Innovation Psychology, <sup>2</sup>Department of Psychology, Universität des Saarlandes, Saarbrücken, Germany

### ***Content: Purpose***

In Germany, the recent massive influx of refugees is widely regarded as a huge challenge for society. In the present study, we aim at getting a better understanding of the prerequisites fostering a successful integration of newly arrived refugees, i.e. vocational competencies and career prospects. A continuous follow-up on the refugees and their integration efforts provides us with the unique possibility to understand the impact personal factors might have in interaction with later environmental factors from the host country on the individuals' integration success.

### ***Design/Methodology***

We specifically focused on non-cognitive factors, such as personality, academic motivation, self-concept, and self-control at early stages of integration. Preliminary descriptive analyses of the first wave of data show that 181 refugees participated, with M=3.86 months of stay in Germany, M=25.31 years of age, 71.3% being male, and 19.6% being female.

### ***Results***

Preliminary analyses support the reliability and validity of the central scales and variables. We tested our hypothesized model using structural equation modeling and regression analysis.

### ***Limitations***

Our study can only provide first insights into the complex integration processes. More waves of data collection are necessary to follow the refugees over time.

### ***Research/Practical Implications***

The study will contribute to a better understanding of the role of 21<sup>st</sup>-century skills in acculturation processes. It is our aim to explore and test relevant integration factors, with a particular focus on career adaptabilities and entrepreneurial motivation.

### ***Originality/Value***

We focused at early stages of integration before the assessed traits may change based on experiences in the host country.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Career patterns and mobility***

Th-OR-S52-3

**Employees' relation to their work and vocational self-efficacy during job transition**

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**Content:** Job transitions, which are more frequent and difficult since a decade at least, are described as stressful situations (Schlossberg, Waters et Goodman, 1995) which induce identity transformations and impact workers' relation to their work (Pouyaud et Guichard, 2010). While work motivation (Deci et Ryan, 1985, 1989), organizational commitment (Meyer et Allen, 1991, 1997) and perceived stress refer to this relationship, vocational self-efficacy is key skills to face job transitions. This study examines the employee-organization relationship, vocational self-efficacy and links between the two using cluster analysis in person-centered approach of motivation in a sample of 169 French workers from different job contexts and all engaged in a job transition. Results revealed (1) different motivational profiles comparable to those observed by Gillet, Berjot and Paty (2010) in a sample of employees with high seniority in the same company, (2) specific patterns of organizational commitment and perceived stress and (3) different vocational self-efficacy patterns depending on motivational profile. Strikingly, the most self-determined and the least motivated profiles are both positively associated with highest level of vocational self-efficacy observed in our sample whereas the moderate motivated profile is associated with the lowest level of vocational self-efficacy. The combined role of work motivation, organizational commitment and perceived stress and their relation to vocational self-efficacy during job transitions are discussed as their implications for research and practice in career guidance and counseling.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

## ***Career patterns and mobility***

Th-OR-S34-3

### **"Far from eye far from heart": Networking Behavior in Academia**

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<sup>1</sup>Ludwig-Maximilians-University, Munich, Germany

#### **Content:**

##### **Purpose**

Studies have shown the importance of networking behavior in work-related situations (e.g., job search and career success). However, only few studies exist that investigate networking behavior in academia. Indeed, in academia networking behavior may be a particular important prerequisite for career success as it helps scientists to create new knowledge, get information about vacant positions, and develop national or international research collaborations. Therefore, based on Blau's Social Exchange Theory (1964) we hypothesize that academics' networking behavior is the underlying mechanism that explains the relationship between personal traits and resources (e.g., extraversion and self-efficacy) and career success.

##### **Design / Methodology**

To test our assumptions, we conducted an online-survey with two points of measurement, separated by approximately 6 months. 227 female scientists (t1) from different German universities completed the questionnaire.

##### **Results**

Initial results from regression and mediation analyses provide support for the importance of networking behavior in academia. Results will be discussed in the light of our hypotheses.

##### **Limitations**

As the current study relies on self-report data of career success, it remains to be tested how networking behavior influences more objective measures of career success.

##### **Implications**

The current study aims to provide first evidence for the beneficial consequences of networking behavior in academia. Thus, promoting networking behavior in academia can increase individual's visibility on network meetings, university research groups, and events at the university.

##### **Originality**

To our knowledge, the study is the first to investigate networking behavior as mediator in the relationship between personality and self-efficacy on academic career success.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Labor market issues***

***Career patterns and mobility***

Sa-OR-S138-4

**Refugees, boundary crossing careers and professional identity**

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**Content:** - Purpose

Professional career identity for refugees could be a protection from stigmatised identity or a barrier to adaptation to changing circumstances. This study aims to clarify the role of professional identity in successfully managing disruption.

- Design/Methodology

Focus groups and interviews were carried out with 15 educational or medical professionals who were refugees in the UK. Their narratives of their sense of identity throughout their journey from professional in their country of origin to refugee in the UK were explored. Thematic analysis identified the extent to which maintaining a sense of professional career identity was used in negotiating work in the UK.

- Results

Refugee professionals valued the identity provided by their professional status throughout the experience of loss of home. The responses drew on a three overarching narratives. Many expressed frustration at the barriers to being accepted in the UK but drew support and information from fellow refugee professionals. A second group described drawing on their existing professional skills to find an alternative way to achieve professional recognition by retraining. Finally in one case the response was to deny previous professional identity and to focus on providing for a family.

- Limitations

The study is a small sample, retrospective and cross sectional. Further longitudinal work would examine varieties of experience over time.

- Research/Practical Implications

Maintaining professional identity of refugees can be important in the role of counsellors and professionals supporting those who have experienced trauma.

- Originality/Value

Offering appropriate support refugees is core to helping adaptation.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Fr-OR-S90-3

**How do protean and boundaryless career orientations affect positive and negative extra-role behaviours?**

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**Content:** *Purpose:* If employees are self-focussed with respect to careers, as implied by protean and boundaryless career orientations, there is a risk they may be less inclined to engage in organizational citizenship behaviours (OCBs) and potentially more inclined to engage in counterproductive work behaviours (CWBs). While there has been much debate about the positive impact of protean and boundaryless career orientations on employee behavior, there has been little research exploring negative outcomes and possible mediating mechanisms. Our paper contributes to this debate by reporting findings of a study exploring (a) the link between protean and boundaryless career orientations and supervisor ratings of CWB and OCB and (b) the mediating role of organizational commitment and intention to quit.

*Design/Methodology:* Data was collected from 665 employees and respective supervisors in 19 Portuguese organizations.

*Results:* Both protean and boundaryless career orientations are negatively associated with CWB and positively associated with OCB. However, we also found positive indirect effects of boundaryless career orientations on CWB and negative indirect effects on OCB via reduced commitment and increased intention to quit.

*Limitations:* The cross-sectional research design limits our ability to establish causation.

*Originality/Value:* This is the first study exploring the association between 'new' career orientations and both negative and positive extra-role behaviours as well key mediating mechanisms. Results reveal that protean career orientations are positive for organizations but that boundaryless career orientations can result in higher CWB and lower OCB.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Fr-OR-S90-4

### **Examining Career Development and Management within a Career Pathways Framework**

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#### **Content: State of the Art**

The nature of organizational life has become less predictable today. Individuals must make career decisions within an increasingly uncertain organizational, societal, and global environment. Businesses face the same changing and evolving landscape, which makes it difficult to anticipate employee needs, desires, and likely career movements. While some organizations have used a career pathways framework for years, surprisingly little empirical literature is available that sheds light on its effectiveness as a structure for supporting career progression and talent management.

#### **New Perspectives/Contributions**

Most career pathway models currently in use are either theoretical or descriptive. Both are useful, but neither provide a data-based perspective that can advance research and practice. Our objective with this presentation is to suggest that a new perspective on career pathways is needed, one that builds a framework for understanding the factors that facilitate and inhibit career development, and one that includes individual and organizational perspectives.

#### **Research/Practical Implications**

The research design emphasizes three complementary career pathways research streams: an employee focus on career perspectives, career behaviors, organizational support, work-life balance, and career pathways; an employer focus on use of formal career pathways systems, and links to talent acquisition, development, and retention; and a third emphasis on identifying career pathways success factors.

#### **Originality/Value**

Career pathways systems can provide a much needed structure for career development and progression, helping to guide the development of an individual's competencies in ways that will increase employability, and helping organizations develop people strategically, build engagement, and improve retention.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Fr-OR-S79-1

**A relational approach to undergraduates' career management**

D. M. Emmanuel\*

**Content:**

**Purpose**

The study examines the relational nature of early career management of undergraduates. In response to a dearth of knowledge on early career management, this research investigates how undergraduates manage their careers while in transition from university to work with a focus on a constellation of relationships. Finally, the research addresses the calls by Chandler et al (2011) to examine the influence of the individuals' multi-developmental relationships on their career outcomes.

**Design /Methodology**

An online survey was sent to all second-year undergraduate students from a pre and post-1992 university (n=793). A longitudinal phase was carried out with final year students (n=222).

**Results**

The study found formal developers play an instrumental role in enhancing students' labour market awareness, career self-confidence and clarity of professional identity. Moreover, developmental network dynamics such as a decrease in the number of formal developers was associated with lower levels of clarity of professional identity and of career support.

**Limitations**

The data relied on self-reports. However this enables insight into the experiences of undergraduates, focusing on what they valued.

**Research / Practical implications**

Given that skills development is important as part of higher education institutions' employability agenda, the study indicates the need to foster formal developmental relationships among undergraduates.

**Originality/Value**

The study provides a relational approach to early career management by investigating the early career outcomes of multiple developmental relationships.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Th-OR-S14-3

**When Staying is Dissatisfying: Examining Conditions Under Which Unrealized Turnover Reduces Stayers' Career Satisfaction**

M. Verbruggen\*, H. van Emmerik

**Content: Purpose:** This study examines whether, when and why turnover intentions has an impact on stayers' career satisfaction over time. Though turnover intentions have been studied intensively, surprisingly little is known about its consequences other than actual turnover. Yet, most employees who intended to leave their organization at a certain point in time, end up staying rather than leaving their employer.

**Design/Methodology:** Hypotheses were tested using a pilot and two main studies, all using a two-wave longitudinal dataset with Flemish employees.

**Results:** Our core hypothesis that turnover intentions reduces stayers' career satisfaction over time was supported. In addition, internal career transitions and lack of external job opportunities were found to mitigate the negative effect of preceding turnover intentions, whereas off-the-job embeddedness was found to amplify the negative effect. We found no support for the moderating role of on-the-job embeddedness. Finally, regret was found to explain the impact of previously articulated turnover intentions.

**Limitations.** In two of the three studies, career satisfaction was measured with a single item.

**Implications.** This study's findings indicate that keeping employees who intended to leave is not without risks for organizations and tailored career support should be considered.

**Originality.** This study is one of the first to examine attitudinal rather than behavioral outcomes of turnover intentions. By building on behavioral decision sciences, we manage to explain why these effects can occur.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Sa-OR-S138-1

**Co-rumination and job search process: a longitudinal study with Master students**

R. I. Rodrigues\*, A. Ferreira, H. Carvalho <sup>1</sup>

<sup>1</sup>ISCTE-IUL, Lisboa, Portugal

**Content: Purpose:** This study main purpose was to analyze the attitude of students that complete a master's degree in job search process. In this sense, it was intended to assess the moderating effect of self-efficacy and the perceived social support from family, friends and significant others between co-rumination and job search attitude. It was also planned assessing how positive and negative affect moderates these moderations.

**Design/Methodology:** The sample consists of 87 subjects, whose data were collected every two weeks for six months. The data contain a hierarchical structure with 13 observations within each person. Multilevel modeling techniques have been developed to analyze the data. Several moderated moderations models with three way interactions were tested. A series of multilevel confirmatory factor analyses were first conducted to confirm the dimensionality. The analysis type is two-level random in R.

**Results:** Findings show positive conditional effect of high co-rumination on job search attitude by low self-efficacy and low positive affect; positive conditional effect of high co-rumination on job search attitude by high self-efficacy and high positive affect; positive conditional effect of high co-rumination on job search attitude by any level of perceived social support from friends and low positive affect; higher co-rumination decreases on job search attitude by low perceived social support from friends and high positive affect; higher co-rumination increases on job search attitude by high perceived social support from friend and high positive affect.

**Research / Practical Implications:** The findings of the current study provide important implications on the role of co-rumination and perceived self-efficacy, perceived social support, positive and negative affect in the job search process.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Assessing key predictors of career success: Development and validation of the Career Resources Questionnaire**

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**Content: Purpose**

We aimed to theoretically identify some of the most established predictors of career success across different domains (i.e., knowledge, attitudes, environment, behaviors) and develop and validate a concise questionnaire to assess these factors.

**Design/Methodology**

Based on a literature review and existing scales, an item pool was created and evaluated in a multi-step procedure including expert ratings, item assigned tasks, and confirmatory factor analyses ( $N=436$  employees and  $N=288$  university students) for item selection. Factorial structure and validity was confirmed in two new samples ( $N=477$  employees and  $N=403$  university students).

**Results**

We confirmed the theorized 13-factorial structure, differentiating between three knowledge and competencies career resources, three psychological career resources, four environmental career resources, and three proactive career management behaviors. Moreover, we established convergent validity with scales measuring similar construct, discriminant predictive validity beyond similar scales for career satisfaction, promotions, and life satisfaction.

**Limitations**

All factors were measured with self-reports. No longitudinal predictive validity is available.

**Research/Practical Implications**

The study shows that different predictors of career success are positively correlated across competency, psychological, environmental, and behavioral domains. Moreover, career resources predict career satisfaction and promotions but not salary beyond human capital. Practitioners can use the questionnaire to assess the career potential of employees and clients.

**Originality/Value**

We present a new measure that assesses a comprehensive list of predictors of career success in a comprehensive way that can be used in future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Th-OR-S14-1

**The more senior your employees are the more they expect: Adaptive conjoint-analysis of job preferences of professionals**

F. Mueller, A. Mueller\*, N. Scheidegger

**Content: Purpose**

Since the 1980s a number of studies have investigated employee job preferences, i.e. in the fields of applied psychology, general management, or marketing. Each research field applied different approaches and surveying techniques. According to Montgomery & Ramus (2011) two issues come up when critically assessing previous research on employee job preferences: (1) the chosen set of job attributes and (2) the choice of the surveying technique to understand the job preferences of employees.

Recently, only research applying conjoint measurement methods systematically calibrated preferences across a set of factors, such as job attributes (Gustafsson, Herrmann & Huber, 2000; Klein, 2002; Brusch, 2009).

**Design/Methodology**

In a cross-regional research project (Switzerland, Austria and Germany) preconditions of accepting job offers for professionals in the industrial sector (N=353) were analyzed applying a mixed method approach of a qualitative preliminary study and adaptive conjoint-analysis.

**Results**

We identified 35 job characteristics and their preference structure, revealing significant differences in the importance and weight of the 35 attributes. Accordingly, job characteristics are valued higher than regional characteristics. Moreover, higher income and longer job tenure are associated with higher preferences of work-life balance, flexibility, good relations to supervisors and lower time pressure and stress.

**Limitations**

The results are limited to employee job preferences in the industrial sector.

**Practical Implications**

According to the results employers are able to address their target group more precisely with regard to job offers.

**Originality/Value**

The results can be applied to improve employer attractiveness and employer branding as well as further understanding employee retention.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Career planning and management*

Th-OR-S14-2

**Who tells me whether I should stay or go? Structure and agency in teachers' work-retirement transitions in Germany and the UK**

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**Content:** How do individuals conceptualise the nature and timing of their work-retirement transitions Do they exercise choice or are decisions bound by institutional structures and societal expectations? Rational choice and deterministic theories provide divergent answers, however, we suggest that an interplay of agency and structure influences decision-making processes. Employing life-course theory, we explore factors in individuals' national institutional, organisational and private-life context, and assess how these interact with and influence choice.

Using a qualitative multi-level case study design and a thematic analysis approach, we analyse 20 biographical interviews with school teachers aged 50+ as well as 26 semi-structured interviews with HR managers and head teachers in two school districts in Germany and the United Kingdom.

We found that teachers' work-retirement transitions are influenced by individually-specific though overall similar factors, including stress and financial background. However, British and German teachers use divergent strategies to approach work-retirement transitions, mirroring their respective institutional contexts. British teachers were mostly able to employ agency within an overall enabling institutional structure to adapt career transitions to individual needs. German teachers had fewer opportunities to choose due to a more restricting institutional structure.

Limitations include the qualitative nature of this study, which prevents us from generalising our findings.

The findings suggest that career decisions are shaped by a complex agency-structure interplay, yet appear to be path-dependent. The study has practical relevance in light of national policies to extend individuals' working lives.

To our knowledge, this is the first study that explores the agency-structure interplay in teachers' work-retirement decision-making.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

Th-OR-S14-4

**Antecedents of protean and boundaryless career orientations: the role of personality, employability and social capital**

R. Rodrigues\*, C. Butler, D. Guest

**Content:** Purpose: Commentators have extensively discussed the notions of the protean and the boundaryless career and its consequences for individuals and organizations. There is however, little research exploring their antecedents. Our paper addresses this omission and reports the findings of a longitudinal study exploring individual and social antecedents of protean and boundaryless career orientations.

Design/Methodology: Data was collected longitudinally through online questionnaires from a sample of 805 undergraduate students about to enter the labour market. Four hundred participants responded to a follow up questionnaire one year later.

Results: Findings show that core self-evaluations are associated with boundaryless career orientations and that the association is mediated by employability. The link between employability and boundaryless career orientations is stronger among individuals with high social capital. In addition, results show that participants with high core self-evaluations and confidence in their employability report stronger protean career orientations.

Limitations: The one-year time lag might be insufficient to capture the development of protean and boundaryless career orientations. It is therefore important to follow individuals for a longer period of time and consider the role of work experiences in shaping these orientations.

Originality/Value: This is the first longitudinal study exploring key antecedents of protean and boundaryless career orientations. The results highlight that both orientations share key antecedents, such as personality and employability, but also that social capital is more important in the development of a boundaryless career orientations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Career planning and management***

Sa-OR-S138-2

#### **The effect of HRD practices on perceived employability: Test of a moderated mediation model**

S. Dello Russo\*, M. Polanska <sup>1</sup>

<sup>1</sup>ISCTE-IUL, Lisbon, Portugal

#### **Content:** - Purpose

The purpose of this study was threefold: 1) examining whether human resource development (HRD) practices an employee has experienced over one's career have a positive impact on perceived employability; 2) investigating whether such an effect can be explained via enacted career self-management behaviors, namely self-initiated behaviors aimed at adapting or developing one's career (King, 2004); 3) exploring to what extent HRD practices stimulate career self-management differently among older and younger employees.

#### - Design/Methodology

We collected data from a sample of over 300 employees in Portugal, using a web-based survey that is part of a larger cross-cultural study (the 5C project; Briscoe, Hall, & Mayrhofer, 2012) and tested a moderated mediation model using the PROCESS macro (Hayes, 2016).

#### - Results

The results show that HRD practices are associated with higher perceptions of employability via career self-management behaviors. Moreover, the mediating role of career self-management behaviors seems to be significant for older but not younger employees.

#### - Limitations

Data are cross-sectional, although collected with a retrospective time-frame for what concerns HRD practices.

#### - Research/Practical Implications

Older employees seem to especially benefit from HRD practices, which may characterize as a strategy to overcome a structural disadvantage, since they are the group reporting lower perceived employability. Nonetheless, by being exposed to practices that support the development of proactive and self-initiated behaviors for planning and taking on responsibility for one's future career, they can perceive themselves as more employable.

#### - Originality/Value

This study contributes to our knowledge of the contingent effects of HRD practices for specific employee sub-populations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Conflict management***

Sa-OR-S116-3

#### **Creative sparks: Task conflict, Cultural Intelligence and Creativity**

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#### **Content: Creative sparks: Task conflict, Cultural Intelligence and Creativity**

##### **- · Purpose**

The aim of this paper is to deepen our understanding the relationship between creativity and task conflict, for which numerous previous studies have been showing mixed results. Specifically, we consider that task conflict has a curvilinear effect on creativity at individual level, such that creativity is highest at moderate levels of task conflict. Additionally, we predict that this relationship is moderated by cultural intelligence.

##### **- · Design/Methodology**

We conducted a field study on working professionals from eight countries (n=787) and a quasi-experimental study on international students (n=120). We used hierarchical regression analysis in order to test our hypothesis.

##### **- · Results**

As hypothesized, task conflict has curvilinear effect on creativity in a culturally diverse environment. Furthermore, our findings suggest that cultural intelligence moderates the task conflict – creativity relationship.

##### **- · Limitations**

Our field study uses a cross-sectional design, so causal inferences are a limitation. However our experimental study seeks to establish the causal support for our hypotheses.

##### **- · Research/Practical Implications**

Our results have important theoretical and conceptual implications for research on creativity. Our research shows that, when individuals are asked to be creative within organizations, cultural intelligence plays an important role in moderating the contextual effects of task conflict. These findings offer practical guidelines on how managers can stimulate creativity by training cultural intelligence.

##### **- · Originality/Value**

This is the first study that examines the role of cultural intelligence on the task conflict – creativity relationship in a culturally diverse environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Conflict management***

Sa-OR-S116-2

**The link between leadership task and people orientation, conflict style, and loneliness**

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**Content: Purpose:** The study explores the link between loneliness (dependent variable), and leaders' conflict orientation style, and their task and people orientation (predictors).

**Design/Methodology:** The study sample includes 2.910 men and women in leading positions in Norway, answering a web-distributed questionnaire. The questionnaire comprises of established measures on loneliness (6 items), and two measures capturing task orientation (6 items) and people orientation/ empowerment (4 items). Conflict orientation style was mapped using a 10 item inventory, measuring 5 conflict styles with 2 items on each.

**Results:** The main findings indicate that the lonely leader is typically a male leader, and single. Loneliness was also linked to a preference for low level of people orientation, and accommodating conflict handling style was also found to be an important predictor, using multiple regression analysis. Task orientation did however not correspond with loneliness. In addition to the aforementioned regression direct effects, a significant interaction effect was found between avoidant and accommodating conflict styles. In sum, low level of initiating consideration, combined with a passive or avoiding kind of conflict style may facilitate loneliness among leaders.

**Limitations:** The study is cross-sectional. The data is captured by the use of self-reports.

**Research/Practical implications:** The light is shed of on the fact that leaders may be troubled with loneliness. In this respect, it is important to gather more knowledge about possible antecedent factors that may trigger loneliness.

**Originality/Value:** Little attention has thus far been given to the question on whom the lonely leader is, and how loneliness may evolve.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Conflict management***

Sa-OR-S116-4

**Leadership Behaviors And Organizational Conflict Cultures: Theorizing and Exploring Causality**

P. Prokopowicz <sup>1,\*</sup>

<sup>1</sup>Jagiellonian University, Krakow, Poland

**Content:** Are organizational cultures of conflict management shaped by leadership practices? Or is the direction of the relationship opposite, and it is leaders who are formed by the conflict cultures of their organizations? This paper theorizes the possible causal relationships between leadership styles and organizational conflict cultures based on a qualitative analysis of management behaviors in 6 high-tech organizations. .

Organizational conflict cultures have been linked to a variety of outcomes, including performance, personality, and motivation. Still, the nature of the relationship between conflict cultures and leadership has been researched to a very limited extent. A close examination of three fundamental types of conflict resolution strategies – collaborative, dominating and avoidant – reveals that they might be related directly to a traditional distinction between empowering, autocratic and laissez-faire leadership. So far, although many accounts showed that leader conflict management styles might be related to conflict cultures, there have been numerous challenges with establishing the causal relationship between the factors.

6 companies from the IT industry (selected for their high variability in longevity) have participated in the ethnographic study of leadership behaviors. The categories that arose during the qualitative analysis of the interviews and observations help to revise theoretical links between leadership behaviors and organizational culture, especially with regards to conflict resolution strategies, the role of empowerment and the “structuration” of conflict cultures. They also indicate the role of organizational tenure as influencing the direction of causal relationship between leadership behaviors and conflict cultures.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Consulting***

Th-OR-S43-4

#### **Improving cognitive personal resources and meaningfulness: A resource-based intervention**

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#### **Content: Improving cognitive personal resources and meaningfulness: A resource-based intervention**

##### **Abstract**

**Purpose:** The present study examines the impact of a specific resource-based intervention on work engagement and performance. Based on the job demand-resources model, we hypothesized that the intervention based on a mix of classic job crafting (i.e. “seeking resources”, “seeking challenges”, “reducing demands”) and on a cognitive crafting focusing on six resources-aspects (i.e. “framing”, “attitudes”, “meaningfulness”, “identity”, “leading self”, and “yoked together”), would have a positive impact on work engagement and performance.

**Design/Methodology:** A sample of 76 sales consultants operating in a pharmaceutical Italian company received a 1-day training, after which they worked on setting their own weekly goals for a period of 5 weeks. Weekly tasks were filled in an action plan diary based on job crafting purposes as well as a questionnaire at the end of each week. The intervention was concluded with a half-day reflection session in which learning points were consolidated.

**Results:** Preliminary multilevel analyses partially supported the hypotheses. The results showed that the personal cognitive resources intervention had a positive causal effect on work engagement and partially on performance, as well.

**Limitations:** Similar to several I/O studies, the present research lacks an objective measure of performance.

**Research/Practical Implications:** Since the theme of engagement is nowadays considered to be a key factor to ensure organisational success, this research shows how to empower workers’ engagement and enhance their performance starting from a bottom-up self-set process.

**Originality:** This study represents an integration of resource-based intervention with a new approach based on six cognitive dimensions, aimed at improving commitment, engagement and performance at the same time, via a cognitive reframing process.

**Disclosure of Interest:** None Declared

**Keywords:** None

**How Coaching influences Leadership Developments**

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**Content:** This paper studies the practical implications of coaching for leadership. A qualitative study taking place at a large Czech bank consisted of 18 semi-structured interviews with those bank managers who experienced at least 5 coaching sessions. Stemming from the adapted Life Story Interview method (McAdams, 2008), this research brought some interesting results. Some coachees mentioned they employed a less directive approach, and allowed more freedom in decision-making and thinking incitement in their teams. At the same time, coachees underwent some important changes in their work approach, such as stress reduction, improvements in working with emotions, respect and understanding for their teams and so on. Coachees also learned new developmental techniques while being coached and brought these to their teams. Other benefits comprised of other aspects of mindset change, improvements in life-work balance and help in making important decisions, among others.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Organizational Change and Development*  
*Consulting, coaching and counselling*

Sa-OR-S126-1

**Mobilizing third as a potential development path of the power to act. The case of a professional coaching situation**

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<sup>1</sup>CNAM PARIS, Work and development research Center, Paris, France

**Content:** - · **Purpose :** This research aims to understand how the interaction between coach and coachee in a professional context is a potential source of development in the professional life of the coachee. We hypothesized that mobilizing third (Grossen, 2011) in the discourse of the coachee, coupled to a discursive strategy used by the coach can be a potential means of transformation of the dialogical self (Hermans, 2003) of the coachee at work. Moreover, we try to analyze how the coaching within organizations can be a source of development of mental health at work, mental health that can be seen as the possibility of real transformation of the activity and so its power to act (Clot, 2008)

- · **Design/Methodology :** On the basis of a record of 6 full sessions conducted a real professional coaching situation, we chose a methodological articulation mobilizing both a conversational and interlocutory analysis of verbal interactions, some simple self-confrontation interviews with the coach and the narrative methodology of self story (Bertaux, 2016) with the coachee

- · **Results :** The first findings identify some recurring conversational patterns and articulation between "third" mobilized by the coachee and discursive strategies of coach.

- · **Limitations :** The results of this research would need to be discussed with other professional Coaching situations in workplace

- · **Research/Practical Implications :** This research will help to better understand the dynamics of verbal interactions mobilized in professional coaching situations and the effects of coaching activities in the daily professional activity of the coachee

- · **Originality/Value :** This research is the first to focus on the coaching practice in its interlocutory and developmental aspects (Kostulski, 2011).

**Disclosure of Interest:** None Declared

**Keywords:** None

**Perceived value and cost in childhood: the moderating role of self-regulation and working memory**

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**Content:** Children's influence on purchases has increased over time, making marketers focus on schools as a means to expand their audience. Although efforts have been made to protect children, there is little research on how organizational digital games could offer training opportunities for children to solve money-related problems from early on. This study proposes to present a digital game that presents children with a problem to solve through the interpretation of task demands, strategic planning and the implementation of plans to reach objectives. Another aim was to understand how the interpretation of task demands, performance and working memory capacity could moderate the relationship between perceived money value and perceived cost. Data were collected from 196 primary school students in central Portugal. Those who attributed higher value to their money, were more self-regulated (interpreted half or all of the task demands and performed the tasks according to the objectives proposed by the game and their plan to achieve those objectives), found it easier to purchase the digital items in the game. Moreover, those who attributed higher value to their money and revealed less working memory capacity, found it easier to purchase the digital items in the game. These findings provide an interesting contribution to the consumer behavior literature, suggesting that cognitive development plays an important role in early stage decision-making. Our findings highlight how self-regulation, working memory and performance play an important role in children's perceived value and cost from early on. These skills can be encouraged through organizational digital games that provide opportunities for training in real life settings.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Consumer Emotions influence behavior: An instrument to measure Consumer Emotional Intelligence (CEI)**

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**Content:** Purpose. Emotional intelligence (EI) is an important construct defined as "the ability to monitor feelings and emotions of oneself and others, to discriminate among them and to use this information to guide their own thinking and action" (Salovey & Mayer, 1990, p. 189). This model includes four basic emotional skills: 1) attending to emotions; 2) feelings that facilitate thought; 3) to understand emotions; and 4) to regulate emotions. This research bases on and enlarge model by Mayer, Salovey and Caruso Emotional Intelligence Test (MSCEIT; 2002) to create new tasks specifically related to consumers.

Methodology. Based on the information gathered from eight focus groups, a pool of 115 items within 18 tasks were tested and debriefed (n= 24). Study 2 (n= 114) aimed to analyze the structure and to shorten the instrument.

Results. Descriptive and qualitative analyses (Study 1) allowed us to discard several items, and to reformulate two of the tasks. Factor analyses (Study 2) show that some items were not reliable and were discarded. Confirmatory analyses showed good reliability and fit of the structure.

Limitations. Validity and test- retest of the items remain to be tested. Furthermore, a wider sample is needed to ensure further external validity.

Practical Implications. Testing consumers' emotional intelligence could help marketers to capture the role of emotions in consumption decisions.

Originality/Value. This instrument is new and specific of consumer behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Coping and social support***

Th-OR-S9-3

**Social relations at work and the risk of dementia: a 29-year follow-up in the Copenhagen Male Study**

K. Ishtiak-Ahmed <sup>1,\*</sup>, Å. Marie Hansen <sup>1</sup>, A. Helene Garde <sup>2</sup>, R. Lund <sup>1</sup>, F. Gyntelberg <sup>2</sup>, K. Nabe-Nielsen <sup>1</sup>

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**Content:** Purpose

The current evidence suggests a harmful effect of poor social relations in private life on cognitive function and risk of dementia. The aim of the present study was to investigate whether also social relations at work are associated with incident dementia in old age.

**Design/Methodology**

We analyzed data from 1,637 men from the Copenhagen Male Study. Participants were followed from January 1986 to December 2014. Information on dementia diagnoses was extracted from Danish registers. Social relations at work were measured with the questions: “How satisfied are you with your immediate supervisor?”, “Do you have the opportunity to be in contact with your coworkers during the working hours?”, and “Do you get along with your workmates?”. We applied a Poisson model for our statistical analyses.

**Results**

13.9% men were diagnosed with dementia during follow-up. In our preliminary analyses we controlled for age, education and calendar year. Not having the opportunity to be in contact with coworkers was associated with an increased incidence of dementia (HR=1.71; 95% CI; 1.12-.62)).

**Limitations**

The study population only included males. In the preliminary analyses we did not adjust for other work factors.

**Research implications**

Our results partially support the hypothesis of an effect of poor social relations at work and dementia.

**Originality/ Value**

Only very few previous studies have investigated the association between social relations at work and dementia. In this prospective study we had the rare opportunity of following the participant for up to 29 years.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Coping and social support***

Th-OR-S9-1

#### **Differential Effects of Social Burden: Needs Fulfillment and Work Meaningfulness**

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<sup>1</sup>Psychology, Michigan State University, East Lansing, United States

#### **Content:**

##### **Purpose**

Providing support to coworkers is thought to give employees meaning by increasing their sense of importance and worth. However, when coworkers request help, it can create a *social burden*, a concept that captures the additional work or emotional load associated with providing support. Based on self-determination theory, we expect social burden to be negatively associated with autonomy, and positively with competence and relatedness needs. Satisfaction of these needs would in turn positively predict perceived work meaningfulness.

##### **Design/Methodology**

We recruited 76 employees using snowball sampling and collected diary data over 10 working days. Daily social burden and work-related needs were measured after lunch and daily work meaningfulness in the evening.

##### **Results**

Multilevel modeling revealed significant associations between social burden and autonomy and competence in the expected direction. Meaningfulness was positively predicted by all three needs. Autonomy was also significantly indirectly related to meaningfulness while competence and relatedness were not.

##### **Limitations**

Participants were not randomly selected from a population of working adults.

##### **Research/Practical Implications**

The study fills a research gap by shedding light on the complex and differential effects of providing social support from the perspective of the provider. Practitioners may use this research to help facilitate fulfilling, positive, and sustainable relationships between employees.

##### **Originality/Value**

This study is one of the very few that focuses on the provision of social support, and therefore advances the line of research on social support in general. It also expands the new conceptualization of social burden by linking it to important employee psychological outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Th-OR-S26-4

**Doctors without Borders: How to support fieldworkers while doing their job.**

J. Van Eck\*

**Main Abstract Content:** Doctors without Borders, known in the field as Médecins Sans Frontières (MSF), is a private, international humanitarian association. This association is made up mainly of doctors and health sector workers and is also open to all other professions which might help in achieving its aims. In achieving those aims, workers need support themselves, especially in cases of ongoing stress or critical incidents. If needed, a team of consultants (Psycho Social Care Unit) is available to provide this support. In this presentation the aim of this Psycho Social Care Unit (PSCU) will be explained. In what kind of situations this team is mobilized and how this team is operating will be elaborated on. Some missions will be presented as cases of psychological support giving to the expats who are working for MSF but also to the National Staff. Latest are workers being selected out of local workers and then employed by MSF.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

Th-OR-S26-2

**Workload, stress and resources of middle managers: a comparison between management groups**

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<sup>1</sup>Department of Psychology, University of Graz, Graz, Austria

**Content: Purpose**

Middle managers have to act as a link between the strategic heads of the company and the operating system. Despite their increasing levels of latitude and responsibility, middle managers usually find themselves in a difficult “sandwich position”, where they must fulfill the demands of their direct supervisors (generally the top-management) and fulfill their leadership responsibility towards their subordinates (generally the lower-management).

**Design/Methodology**

In the present study, workload, stress and resources of top-management, middle-management and lower management were investigated. In an online-study, 461 Austrian and German managers were asked about different aspects of their working situation (lower management: 63.1%, middle management: 28.9%, top management: 8%).

**Results**

The samples of middle management and lower management were compared regarding their relationships between workload, stress and resources with structural equation modeling (multigroup analysis). The analysis revealed no structural differences between the groups. A more detailed investigation of workplace resources revealed that middle managers have fewer possibilities to make some breaks or enjoy their leisure-time, as well as fewer work-related resources than managers from the top management. In addition, middle and lower managers experience more workload from the social environment of their organization.

**Limitations**

In future studies, other available resources of middle managers should be investigated.

**Research/Practical Implications**

The results indicate that organizational interventions should aim to enhance workplace resources especially for middle managers.

**Originality/Value**

The present study investigates the work conditions of different management groups. Its results serve as a basis to develop specific interventions for low, middle and top management.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Coping and social support***

Fr-OR-S73-4

#### **Team coping: How team members' coping efforts compensate for lack of individual coping**

W. Kamphuis\*, R. Delahaij, T. De Vries

#### **Content: Purpose**

Coping with stress has been primarily investigated as an individual-level phenomenon that is shaped by individual-level factors. In work settings, however, an individual's exposure to demands is often shared with co-workers, and the process of dealing with these demands takes place in the interaction with them. In this study of coping in the military, we therefore introduce a multi-level conceptualization of coping, investigating the influence of team-level coping (with danger) on individual-level outcomes (burnout). We hypothesized that the stressor-strain relationship is mitigated not only when the individual engages in functional individual-level coping, but also when his or her teammates do.

#### **Design/Methodology**

Survey data were collected from 754 deployed service members (distributed across 51 teams) of the Netherlands Armed Forces.

#### **Results**

Multilevel regressions supported our hypothesis. A significant three-way cross-level moderation showed that individual service members who were highly exposed to danger, and did not engage in much functional coping, suffered most from burnout symptoms. When their teammates did engage in much functional coping, however, this effect was buffered.

#### **Limitations**

Future research is necessary to determine to what extent the findings from this study generalize to other organizational settings.

#### **Research/practical implications**

This study extends the traditional view of the appraisal and coping process as an individual undertaking and may thus contribute to a better understanding of coping effectiveness.

#### **Originality/Value**

This study introduces the idea of coping as a multi-level construct, investigating the cross-level influence of 'team coping' on individual-level outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Coping and social support***

Th-OR-S26-1

**The curse of service roles: Coping with stress caused by customer aggression**

D. Yagil<sup>\*</sup>, V. Palit-Olshevit

**Content: Purpose:** Customer aggression is a prominent stress factor for service employees (Grandey, Diskter & Sin, 2004), impacting negatively on employee well being and performance (e.g., Rafaeli et al., 2014). We explore the antecedents of service employees' coping with the stress involved in customer aggression. Building Lazarus and Folkman's coping theory (1984) we expected employees to engage more in problem-focused coping and less in emotion-focused coping under high levels of trait authenticity, job autonomy and perceived complaint justifiability.

**Methodology:** 1) Employees provided descriptions of justifiable or unjustifiable customer aggression; 2) On the basis of the descriptions, scenarios were constructed and given to other employees to assess for realism; 3) Scenarios manipulating job autonomy and complaint justifiability, befitted to two different contexts –banks and at cellular companies- were administered to 200 service employees, along with questionnaires of trait authenticity and coping strategies.

**Results:** A MANOVA analysis show that when authenticity and perceived justice are high, employees engage more in problem-focused coping and less in emotion-focused coping. A significant interaction effect indicated that employees with high trait authenticity engage in less emotion-focused coping when customer's complaints are viewed as justified.

**Limitations:** Convenience sample biased toward young and educated service employees.

**Research/Practical Implications:** Human resources practices should consider trait authenticity and attribution processes as coping resources for service employees.

**Originality/Value:** While there is a vast documentation of the stress experienced in service, to our knowledge this is the first study to explore personal and situational antecedents of coping in the service context.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Coping and social support***

Sa-OR-S143-2

**"It's just what we do" - A phenomenological analysis of coping with loss in occupational settings**

K. Wilson-Smith <sup>1,\*</sup>

<sup>1</sup>Psychology , University of Cumbria , Carlisle , United Kingdom

**Content:** Coping with loss in the workplace can be commonplace for those working in clinical roles. Using interpretative phenomenological analysis, this research explores the psychological sense making activities of a sample of midwives who have experienced loss (patient loss, stillbirth, miscarriage) as part of their work role. Using semi structured interviews, 20 participants offer in depth narratives of how they make sense of the loss as part of their occupational identity. Themes of analysis include: defence mechanistic discourse, coping through diffusion of isolation of practice and; compartmentalisation of work and private identities. The research concludes with recommendations for practice based on participants personal recommendations

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Coping and social support***

Th-OR-S26-3

**Predicting day-to-day motivation and burn-out of professional athletes; the influence of personal and job resources**

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<sup>1</sup>TNO, Soesterberg, Netherlands

**Content: Purpose**

Professional athletes need to sustain motivation for performance to ensure their income as professional. Comparable to employees, professional athletes can tap into both job and personal resources to stay motivated. Whereas in mainstream jobs, the importance of job resources has been studied extensively in professional sports the focus has been more on personal resources. The goal of this study was to assess the relative importance of personal and job resources for professional athletes' motivation and burn-out levels.

**Design/Methodology**

The Dutch National and Young national teams of Korfbal (a mixed gender sports similar to basketball) participated (in total 36 athletes, 18 women, 16 men, mean age 24) in this study. Motivation was measured daily during 21 days and related to personal and job resources measured at the start of this period. Burnout was measured at the end of the this period.

**Results**

HLM analyses showed that personal resources (e.g., optimism and meaning making) predicted day-to-day motivation, whereas job resources did not. Only the personal resource coping self-efficacy predicted burnout levels. Job resources and daily measures of motivation did not.

**Limitations**

Sample size was relatively small. Therefore, generalizability might be limited.

**Research/practical implications**

These results showed the importance of personal resources for professional athletes to maintain motivation and protect against burnout symptoms. Strengthening personal resources should be embedded in training.

**Originality/Value**

This study used a longitudinal design investigating the importance of resources on daily motivation during several weeks and burn-out.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Conflict in organizations**

**Counterproductive Work Behavior**

Fr-OR-S105-3

**Unraveling the relationship between implicit aggressiveness and counterproductive work behavior: The role of job attitudes**

M. Ružojčić<sup>1,\*</sup>, Z. Galić<sup>1</sup>

<sup>1</sup>Department of psychology, University of Zagreb, Zagreb, Croatia

**Content: Purpose:** Recent findings show that implicit, unconscious aggressiveness, as measured by the *Conditional Reasoning Test for Aggression* (CRT-A; James & LeBreton, 2012), predicts *counterproductive work behaviors* (CWBs) over and above self-reported personality measures. However, it is not clear how employees justify behavior that stem from their unconscious aggressive tendencies. Following the assumptions of social exchange theory, we expected to show that implicitly aggressive employees develop unfavorable job attitudes that help them to keep positive self-regard while engaging in CWBs.

**Design/Methodology:** A sample of 341 employees from various Croatian organizations completed the research battery consisting of the CRT-A, a battery of job attitudes (organizational justice, instrumentality, organizational commitment, and job satisfaction), and a measure of CWBs. We also collected other-reports of CWBs from the participants' coworkers.

**Results:** Regression analyses with bias-corrected bootstrapped estimates of indirect effects showed that instrumentality and job satisfaction partially mediated the relationship between implicit aggressiveness and self-reported CWBs. However, we failed to replicate the mediation effect using other-reported CWBs as criteria.

**Limitations:** The cross-sectional research design limits our ability to infer casual relationships between the constructs.

**Research/Practical implications:** Our results suggest that one way of preventing implicitly aggressive individuals to engage in CWBs is through monitoring and management of their job attitudes.

**Originality/Value:** Our study adds to the understanding of the mechanisms through which implicit personality affects CWBs by showing that implicitly aggressive individuals justify their engagement in CWBs by forming unfavorable attitudes towards the job and the organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

Fr-OR-S105-1

#### **Incivility and Safety: The Role of Transformational Leadership**

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#### **Content: - Purpose**

A healthy work environment requires effective work relationships. Workplace incivility, defined as rude behaviour of low intensity like condescending remarks, impacts employee level of emotional exhaustion. Emotional exhaustion has been suggested as a risk factor for employee safety and related to reduced innovative work behaviour (IWB). Therefore, we examine whether experienced workplace incivility impacts employee accident rates, occupational injuries and IWB through emotional exhaustion. Furthermore, we investigate whether transformational leadership as an antecedent can combat incivility.

#### **- Design/Methodology**

Surveys were collected from 198 nurses in Hong Kong in July 2016. All scales were translated into Cantonese using back-and-forth translation. We tested our measurement and hypothesized structural models via structural equation modeling (SEM) in Mplus 7.0.

#### **- Results**

Fit indices revealed that the hypothesized five-factor measurement model (excluding the single-item measures of accident rates and occupational injuries) was a better fit than any alternative nested model. Results of a series of nested model comparisons and bootstrapping confirmed our multiple mediator model.

#### **- Limitations**

The cross-sectional design does not allow to draw conclusions regarding causation.

#### **- Research/Practical Implications**

The present study has both theoretical and practical value as it provides support for experienced workplace incivility as a risk factor for accidents and occupational injuries, while reducing IWB. Moreover, transformational leaders can buffer the experience of workplace incivility and its consequences.

#### **- Originality/Value**

This study demonstrates the potential dangers of uncivil behaviour at the workplace, while also providing an approach for improving civility through transformational leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

Fr-OR-S105-2

### **Organizational Identification as Engine of Workplace Deviance?**

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<sup>1</sup>Social and Business Psychology, University of Zurich, Zurich, Switzerland

#### **Content: Purpose**

Workplace deviance (WD) is commonly understood as deliberate counterproductive behavior by organizational members that can entail significant direct as well as indirect costs for an organization. A consistent theoretical understanding of workplace deviance is currently lacking. Following the Social Identity Approach, WD can be understood as a mere violation of the norms of a reference group, namely the organization, regardless of the form of violation. Thus, we postulated Organizational Identification (OI) as central predictor of destructive (also *counterproductive work behavior*, CWB) as well as constructive deviance (also *organizational citizenship behavior*, OCB). OI itself, following arguments from the Social Exchange Theory, should be influenceable by leader member exchange (LMX) if that was of high quality and the supervisor would be perceived to embody the organization.

#### **Design/Methodology**

We surveyed 502 employees in Switzerland twice, thereby separating the measurements of predictors, “mediators”, and outcomes by a lag of two weeks.

#### **Results**

We tested our model applying structural equation modeling and found full support for all hypothesized direct and indirect relationships.

#### **Limitations**

Limitations regarding this study are that (1) causal interpretations are not feasible, (2) potential nonresponse could have biased the results, and (3) not all known predictors of workplace deviance were included into this study.

#### **Research/Practical Implications**

Strengthening employee's OI appears to be promising way for organizations to prevent CWB and at the same time promote OCB.

#### **Originality/Value**

To our knowledge, this study is the first to empirically demonstrate OI as central predictor of both, OCB and CWB, in the same sample.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Cultural issues in selection***

Sa-OR-S129-1

#### **Employer Branding: The influence of self-brand congruence on organizational attractiveness**

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<sup>1</sup>Friedrich-Alexander-Universität Erlangen-Nürnberg, Nürnberg, Germany

**Content: Purpose.** Employer branding aims at the acquisition of talents, development and retention of employees. The current paper explores by which means employer branding exerts its influence with regard to potential applicants. In particular, we applied self-congruity theory to the domain of personal values and propose that the congruence between personal values and employer brand values contributes to organizational attractiveness and intention to apply for a position at the company.

**Design/Methodology.** We conducted two web-based studies (N = 153 and N = 150). The participants' personal values were assessed with the Portraits Value Questionnaire. Also, participants were asked to evaluate one blinded and two resp. three disclosed employer brands with regard to different value dimensions as well as organizational attractiveness and their intention to apply. The order of the employer brands was randomized.

**Results.** The congruence between personal values and perceived employer brand values results in a higher organizational attractiveness. Furthermore, value congruence exerts an indirect effect on the intention to apply by means of organizational attractiveness. These results were found in both studies and were replicated with a blinded employer brand.

**Limitations.** Future research should further inspect the underlying psychological mechanisms and the impact of specific value dimensions.

**Research/Practical Implications.** Our results point out that employer brands should especially accentuate the organizations' values. Such a value-driven employer brand promotes organizational attractiveness and the intention to apply, and therefore, contributes to a "self-selection" of applicants who conform to an employer's values.

**Originality/Value.** Shared values matter! The present study validates the impact of value-oriented employer branding and provides empirical insights into the underlying mechanisms.

**Disclosure of Interest:** None Declared

**Keywords:** None

### ***Employee Selection***

#### ***Cultural issues in selection***

Sa-OR-S129-3

**Who you know or What you know? The role of family connections 'wasta' in graduate recruitment for Emirati students.**

A. Collins\*

**Main Abstract Content:** EAWOP17-SYMPOSIUM-258

**Who you know or What you know? The role of family connections 'wasta' in graduate recruitment for Emirati students.**

### **Purpose**

Social status or social connections in the United Arab Emirates are more commonly known in the Arab world as '*wasta*', which as discussed by Omair (2010) it may be an enabler if an individual is part of the right network, or a barrier if an individual does not belong to the right network. This research adapts a quantitative approach to investigate the significance of '*wasta*' as a recruitment tool for 320 young Emirati students who are entering the workforce.

### **Design**

To investigate the hypotheses, male and female Emirati final year students from one of the country's main Higher Education Institutes (N=320) participated in a survey about the role of 'wasta' in helping or hindering their future employment upon graduation.

### **Results**

Analysis ongoing - available November 2016

### **Limitations**

Research has been conducted with students from a college in Abu Dhabi. Repeating this research outside of Abu Dhabi as well as in the MENA region would be of notable interest.

### **Practical Implications**

With a high level of unemployment among young Emiratis in a country that has a massive reliance on expat workers, this research identifies the role that *wasta* plays in securing employment for young graduates.

### **Originality**

There is very little know about the effects of *wasta* on young Emiratis. The large male and female student sample in this study offers a gendered view of the role *wasta* plays in society and in the recruitment and selection process.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Technology, work-design and human-machine-systems**

**Cyberpsychology**

Th-OR-S147-1

**Longitudinal Relationships between Cyberslacking and Time Constraints at Work**

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<sup>1</sup>Johannes Kepler University, Linz, Austria

**Content:** *Purpose:* The present study investigated the relationship between time constraints and personal computer use at work (“cyberslacking”). As discretionary use of available working time, cyberslacking could be predicated on lower time constraints. However, both effort-recovery and ego depletion models predict a positive relationship between time constraints (as an ego-depleting work demand) and cyberslacking (as recovery behavior).

*Design/Methodology:* 213 participants reported their demographic, work-related and motivational characteristics across two waves of online data collection (5-month lag).

*Results:* We found that insufficient breaks and working late positively predicted cyberslacking over time, while time pressure was a negative predictor. Organizational commitment moderated this relationship: while the positive effect of insufficient breaks and working late was present for all employees, the negative effect of time pressure held only for highly committed employees.

*Limitations:* Conclusions are limited by the nature of self-report measures, the relatively small sample size, and the confinement to two points of data collection.

*Research/Practical Implications:* Our results suggest that employees might create additional opportunities for recuperation through cyberslacking when recovery times at work are limited, with only highly committed employees adapting their cyberslacking strategies in response to higher workloads. Possibilities for more robust replications of this effect and explorations of possible driving mechanisms are discussed.

*Originality/Value:* We are unaware of any longitudinal study exploring the relationship between time constraints and cyberslacking. Generally, as mobile technologies become more prevalent and the opportunities for cyberslacking increase, we believe it will continue to be a relevant issue for organizations and individuals alike.

**Disclosure of Interest:** None Declared

**Keywords:** None

**"Achievement Unlocked!" – The Impact of Digital Achievements as a Gamification-Element on Task Performance**

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**Content: Purpose:** This experimental study examined whether task performance benefits from gamification (the use of game design elements in non-game contexts), focusing on digital achievements (i.e., badges, trophies) as one base element. Building on Goal Setting Theory by Locke and Latham, we hypothesized that achievements, awarded throughout a task, will have a positive impact on task performance.

**Design/Methodology:** We implemented two treatment groups (goal setting, achievements) and a control group (do-your-best instructions). In two sessions, with a delay of one week, participants (N = 59) worked on different idea generation tasks.

**Results:** General linear model analyses revealed a main effect for the group factor. Bonferroni-corrected pair comparisons showed that the achievement group outperformed the control group, but not the goal setting group (despite a medium effect size). Additionally, an interaction indicates that the performance increase between sessions was greater for the achievement group compared to the other groups. Furthermore, achievements had an impact on certain behavioral patterns besides performance (e.g., user interface interactions).

**Limitations:** Future studies need to explore further, if digital achievements underlie psychological mechanisms similar to the classical goal setting approach.

**Research/Practical Implications:** As an element of gamification, digital achievements are able to boost task performance and model certain behavior to a similar degree as classical goal setting. This augmenting effect of achievements increases over time, whereas the goal setting effect remains stable.

**Originality/Value:** Investigating digital achievements separately in a controlled laboratory experiment is – to our knowledge – as yet unique within the field of gamification.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Cyberspace and virtual teams***

Fr-OR-S80-4

**An exploration of individual wellbeing within project-based work and virtual teams**

V. Mcnamara\*

**Content:** Purpose: The empirical study of occupational health and team functioning has advanced in the last decade. However, research exploring individual wellbeing within project-based work and virtual teams is relatively rare. The present study explores the relationships between project-based work, virtual teams and, self-reported psychological wellbeing.

**Design:** A correlational study from opportunity sampling, using a self-reporting quantitative survey ( $N=522$ ; 57% male, age range 18–65+).

**Results:** Higher goal attainment scores were associated with project-based work. Proximity to managers was associated with volunteering. Socializing with work colleagues was associated with higher levels of friendship, goal attainment and satisfaction with life and with lower levels of work isolation. Further, mediation analyses showed that positive goal attainment partially mediated the effect of work isolation on satisfaction with life.

**Limitations:** Generalizability cross-culturally due to the participants being almost exclusively from the EU

**Research:** Practical implications include providing insight of individual wellbeing within project-based work and virtual teams, developing individual development strategies, encouraging goal setting and attainment and, promoting organizational volunteering and workplace socialization. Also further academic research on the value and effects of project-based work and virtual teams.

**Value:** Increased cross-discipline engagement between organizational psychology and project management to promote individual wellbeing in virtual teams and project-based work. To our knowledge this is first study providing a basis for such cross-discipline research in relation to virtual teams, project-based work, and individual wellbeing.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Decision-making***

Sa-OR-S146-3

**Trusting the managers gut: Experienced professionals elicit compliance when using their intuition.**

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**Main Abstract Content:** Although the role of managerial intuition has been a topic of academic inquiry for over 60 years, very little attention has been given to the question of whether and how managers can elicit compliance and trust when they communicate their gut feelings. We conducted an experiment (N=56) where statistical judgement is explicitly pitted against intuitive judgement. The setting of the experiment was a description of a professional who has a gut feeling that is counter to base-rate statistics. The manipulated variable was the professionals' level of expertise, and the main outcome measure was the participants' adherence to the professionals' advice. Our results show that people place confidence in the intuition of experienced and knowledgeable professionals. By contrast, inexperienced professionals fail to elicit compliance and trust when their intuition is counter-statistical. The findings provide insight into the potential role of intuition in different tiers of the organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Discrimination and equality in the workplace*

Th-OR-S31-4

**Attractiveness as a Moderator for Trustworthiness and Employability**

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<sup>1</sup>Psychology, Sunway University, Bandar Sunway, Malaysia

**Content: Purpose**

Because employment decision is a complex cognitive process that involves high cognitive loads, people are susceptible to cognitive shortcuts, such as attractiveness heuristics that can affect selections. This study explores the impact of attractiveness levels on trustworthiness and employability.

**Methodology**

82 Chinese Malaysians in an experimental study judged attractiveness, trustworthiness in regards to ability, benevolence and integrity, and employability of six different fictitious résumés for an office manager.

**Results**

Moderated regressions tested if attractiveness moderated trustworthiness and employability. Attractiveness significantly moderated the relationship between overall trustworthiness and employability. Simple slope analysis found those judged to be trustworthy as more employable were only true for attractive people. Separate analyses for trustworthiness components found attractiveness moderates trustworthiness in ability and employability as well as trustworthiness in benevolence and employability. Attractiveness did not moderate trustworthiness in integrity and employability.

**Limitations**

Race-effect was not investigated in this study limiting generalization of the findings to other race groups in Malaysia.

**Implications**

Perception of trustworthiness affects employability and this is more so when one is attractive. This study indicates attractiveness still affects the perception of employability and should be a concern as it can lead to unjust employment that overlooks candidates' career and personal achievements resulting in a less-accomplished workforce.

**Value**

The rise of using online hiring tools (e.g., LinkedIn) has made viewing applicants' photographs during hiring more prevalent rendering it more critical to attractiveness-based hiring.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Discrimination and equality in the workplace***

Sa-OR-S142-4

#### **More justice in Polish organizations, but only for men**

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#### **Content: •Purpose**

Perception of organizational justice plays important role in shaping organizational behaviours. Perception of organizational justice is not only related to performance but also to mental and physical health of employees. In this study we examined how organizational justice changed in Poland between 2002 and 2015. That was time when crucial changes took place. One of the most important was joining European Union. As the effect Polish organizations started to be a part of the European project. Our hypothesis was that its long-term effect would be observable in the field of organizational justice. We expected positive changes.

#### **•Design/Methodology**

We conducted a three comparative studies in years 2002-2004; 2005-2008 and 2012-2015 among 1346 individuals employed by different organizations. The Organizational Justice Questionnaire by Colquitt (2001) was used.

#### **•Results**

A series of analyses demonstrated that positive change in perception of organizational justice occurred only for men. Level of distributive, procedural and informational justice remained constant for women, while the level of interactional justice raised.

#### **• Limitations**

Three independent samples of the study limits inferences on the causality.

#### **•Research/Practical Implications**

The obtained results show that social and political changes influence mainly privileged group. It may be indirect prove of permanency of gender inequality in Polish organization as well as indicator of the necessity of shaping procedures to assure more egalitarian relations.

#### **•Originality/Value**

The studies showed that changes in organizational justice in Polish organizations are more beneficial for men.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Discrimination and equality in the workplace*

Th-OR-S31-1

### **Opening the Book: Individual Pay Transparency and Pay Dispersion**

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<sup>1</sup> Leadership and Organizational Behaviour, <sup>2</sup>Strategy, BI Norwegian Business School, Oslo, Norway

**Content:** Organizations play a pivotal role in shaping pay dispersion through compensation decisions. Firms have explored a variety of policies and compensation programs aiming at increasing equitable distribution of rewards. Evidence suggests that such policies have inherent shortcomings and that pay dispersion is rapidly increasing. In this paper, we explore pay transparency as an alternative intervention. We argue that information about individual pay can effectively trigger a self-regulating group mechanism of social comparison and control, creating intra-organizational compensation equity. We challenge the assumption that pay disclosure causes social conflicts and negative organizational outcomes. We argue for the opposite: Information about individual pay reduces unacceptable, unjustifiable salary dispersion, maintains dispersion when warranted, and increases organizational performance.

**Design:** We test our hypotheses by investigating a unique governmental intervention that made tax records of all Norwegian residents easily accessible through mass media. We apply an interrupted time-series design using a unique population-wide database that encompass all residents and all firms in the Norwegian economy in the years 2001-2012.

**Results:** We advance evidence that individual pay transparency significantly reduces pay dispersion. Our findings further suggests that pay transparency reduces unjustifiable pay dispersion, especially for discriminated groups.

**Limitations:** The cultural characteristics of Norway (i.e. low hierarchies and strive for equality) may not be generalizable across other countries.

**Implications:** Findings suggest individual or unit-level pay transparency as possible practice to reduce unjustifiable pay dispersion.

**Value:** The governmental intervention that made tax records of all residents of a country accessible through mass media is a unique and, to our knowledge, unexplored case, enabling generalizations about pay transparency across organizations and industries.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Discrimination and equality in the workplace***

Sa-OR-S142-2

**Perceived stigma in the workplace: the case of gays and lesbians nurses in Buenos Aires, Argentina.**

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<sup>1</sup>Universidad de Buenos Aires, Buenos Aires, Argentina

**Content:** Purpose: The aim of this paper is to describe and explore how gays and lesbians nurses perceive their workplaces in terms of potential stigma and discrimination episodes against them for reasons of sexual orientation.

Design/Methodology: The study is based on a qualitative approach. 20 interviews to gays, lesbians and heterosexuals nurses in Buenos Aires City and 5 interviews with key-informants in the fields of nursing and LGBT movements were analysed.

Results: Findings indicate that gays and lesbians nurses manage their personal information using different strategies to avoid stigma. From relative discretion to total openness, no one reported keeping in secret their sexual orientation. However, they all agreed that the Equal Marriage Act made a difference but did not resolve discrimination / inequality problems.

Limitations: Other professionals in the health sector and should be included in further researches to accomplish a wider perspective on these issues.

Research/Practical Implications: The study shows how the discriminatory practices and perceived stigma amongst gays and lesbians nurses persist. It also questions the effectiveness of measures that can be taken in order to stop inequality and discrimination by practitioners and policy makers.

Originality/Value: This paper fills a gap in workplace violence and discrimination research in Argentina by reporting how gays and lesbians manage personal information regarding their sexual orientation in order to avoid stigma. It also shows that perceived discrimination and inequality persists despite the legal recognition of gays and lesbians rights through recent legislations such as Equal Marriage act and Anti-discrimination act.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Human resource management***

### ***Discrimination and equality in the workplace***

Sa-OR-S142-3

#### **An investigation into the existence of white leadership prototypicality in a public sector organisation: A black minority ethnic perspective.**

N. Muskwe <sup>1,\*</sup>

<sup>1</sup>Human Resource Management, DeMontfort University, Leicester, United Kingdom

#### **Content:** Purpose

The aim of this research was not to test a hypothesis, but to elucidate upon the mostly concealed and sensitive phenomenon of racial inequality in senior and executive management positions in a public sector organisation by exploring if being white was a leadership trait. An integrative theoretical approach of Kanter 1977's homosocial reproduction and Max Webber's 1968 social closure was developed to provide explanations on racial inequality in management. Deficiency theories such as human capitalists had explained the underrepresentation of black minority ethnics at the upper echelons of the organisations but were less explicit in exploring the how the social and relational mechanisms.

#### **Methodology**

Interpretivism was employed to understand the lived experiences of black minority ethnics. Twenty-eight black minority ethnic senior managers were purposively selected and interviewed.

#### **Findings**

The findings revealed that black minority ethnic when seeking promotion are faced with a set of insurmountable obstacles by virtue of being atypical to the white leadership prototype. Black minority ethnics had to endure contest mobility whilst their white counterparts waltz on escalators into senior management positions through sponsorship mobility due co-ethnicity reproduction and exclusionary practices.

#### **Implications**

The organisation has to note that managing a diverse workforce is not a transient phenomenon and leadership should not be racialized.

#### **Limitations**

As an insider and a black researcher the participants were reluctant to share their lived experiences on the assumption that, he has had similar experiences.

#### **Originality/Value**

This research offers an understanding of the psychological processes facilitating the dearth of BMEs in upper echelons in a public sector organisation.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Discrimination and equality in the workplace*

Sa-OR-S142-1

**Measuring beliefs about sex differences in career development: The development of a Social Relations of Sex Consciousness Scale among French workers**

J.-P. Gaudron\*

**Content: Measuring beliefs about sex differences in career development:**

**The development of a Social Relations of Sex Consciousness Scale among French workers.**

**Purpose**

There are a number of differences in work experiences that men and women encounter among which, sex segregation of occupations, inequity in the chances for advancement to higher levels (glass ceiling), and multiple roles (Heppner & Jung, 2013). The aim of this study is to develop a multidimensional instrument to assess a broad range of beliefs about these sex differences regrouped in three themes: essentialist (belief that differences are natural and inherent) (Bastian & Haslam, 2006); socio-cultural (differences are products of social and cultural stereotypes and norms) (Betz, 2006); social relations of sex consciousness (men and women are though as sociopolitical classes and differences are the consequences of women oppression) (Kergoat, 2012).

**Design/Methodology**

The participants were 680 men (52%) and women (48%) with an average age of 37.6 years. The 18-item scale presented here was analyzed with R (R Core Team, 2015).

**Results**

Essentialist beliefs are higher for men, socio-cultural and social relations of sex consciousness beliefs are higher for women, with significant differences between items and subscales mean scores.

**Limitations**

Further studies are required for scale validation (model-data fit, test-retest reliability, and convergent validity).

**Research/Practical Implications**

Increasing consciousness about the gender-oppressive socio-structure can contribute to change and equality in the workplace.

**Originality/Value**

This study is the first to describe and analyze beliefs about sex differences in career development through the development of a new scale.

**Disclosure of Interest:** None Declared

**Keywords:** None

**The Validation of the Maastricht Work Ability Monitor, for people with limited mental capacity**

G. V. Ruitenbeek\* and Fred R. H. Zijlstra, & Ute R. Hülshager

**Content: Purpose**

The aim of this study is the validation of the MWM, an instrument developed to assess the ability to work of people with limited mental capacity and to outline directions to address support.

**Method**

A multiple data-source validation study was conducted. The comprehensibility of adapted scales (measures of mental ability, conscientiousness; self-efficacy, acceptance and coping) was assessed. Subsequently both, students and their significant other completed the same questionnaire twice (interval of 3 month). Data were subjected to EFA and subsequently the internal consistency was determined ( $n_{TG}=178$ ,  $n_{SO}=172$ ). Furthermore, the test re-test reliability was assessed ( $n_{TG}=141$ ,  $n_{SO}=133$ ). In order to test the factorial validity a new dataset was subjected to CFA ( $n_{TG}=195$  and  $n_{SO}=185$ ). Finally, in order to test the criterion (work behaviour) related validity a longitudinal study is still going on.

**Results**

This validation study yielded:

- high test-retest reliability in both samples;
- a congruous factor structure in both samples after EFA;
- internally consistent measures with adequate content validity;
- confirmed factorial validity of scales after CFA

**Originality/Value**

The added value of this research for the discipline of WOP is that we gain more understanding about the predictive value of determinants of work behaviour of people with limited mental capacity. Moreover, selection and support practices directed at work participation of people with limited mental capacity can be enhanced by the availability of a validated measure for their ability to work.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Diversity in the workplace***

Th-OR-S50-2

#### **The PROMI project for doctoral students with disabilities: Enabling change in the scientific world towards a more inclusive university**

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#### **Content: Purpose**

Research from different countries around the world suggests that various barriers hinder people with disabilities from participating equally in the labour market (WHO, 2011). A pilot study from Germany (Niehaus & Bauer, 2013) indicates that this is also true for academics with disabilities – despite their high educational level.

One career option for university graduates with disabilities is to obtain a doctoral degree. Thus the PROMI project has been initiated to support graduates with disabilities and to reduce prejudices and barriers at universities. It is funded by the German Federal Ministry of Labor and Social Affairs.

#### **Design/Methodology**

The project provides 45 additional part-time jobs for severely disabled doctoral students at 21 cooperating universities nationwide. The formative and participatory evaluation combines qualitative (interviews, group discussions, future workshops) and quantitative (questionnaires) data, includes all relevant stakeholders and focuses on interpersonal as well as structural barriers and enablers.

#### **Results**

First results indicate that bureaucratic problems regarding the provision of rehabilitation services are a main barrier. On the university level a good cooperation of the relevant stakeholders (e.g. committee on the topic inclusion) is an important enabler. Applying the stereotype content model, stereotypes regarding doctoral students and persons with disabilities as perceived by the PROMI students themselves are incompatible and may therefore challenge existing prejudices.

#### **Implications/Originality/Value**

While the PROMI project supports the establishment of sustainable inclusive structures and new access opportunities for graduates with disabilities on a practical level, the evaluation helps to identify barriers and to develop individual, institutional and political solutions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Diversity in the workplace***

Th-OR-S31-3

#### **How does age-diversity climate affect organizational commitment in different age groups?**

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#### **Content: Purpose**

An aging workforce represents a great challenge to organizations. The increasing and inevitable age diversity at work need to be effectively managed in order to organizations retain the best talents.

Previous research has shown that workers perceive Human Resource practices differently according to their age (e.g. Kooij, Jansen, Dijkers & De Lange, 2010). Thus, Human Resource Management has to create, and communicate, organizational practices and policies that support and develop people of all ages (Truxillo, Cadiz & Hammer, 2015; Walker, 1999) – an age-diversity climate (Boehm, Kunze & Bruch, 2014).

We propose that if workers perceive they receive a nondiscriminatory age-related treatment, they will likely show an increasing level of emotional attachment to the organization (Kunze, Boehm & Bruch, 2011). Thus, we argued that age-diversity climate positively influences affective commitment.

#### **Design/Methodology**

The sample consists of 375 workers (aged between 19 and 75 years old; mean= 40.3; sd= 12.8) from different industries who completed a questionnaire.

#### **Results**

Findings support our hypothesis ( $F(1, 367) = 152.464; p < .000$ ). We also found that the effect of age-diversity climate on affective commitment is higher for younger workers (< 30 years old) than for middle-aged (31-49 years old) and older workers (> 50 years old).

#### **Limitations**

Longitudinal studies are required to distinguish the age effect from the tenure effect.

#### **Research/Practical implications**

Age diversity management practices are an important strategy to enhance workers' affective commitment toward the organization.

#### **Originality/Value**

This study contributes to age diversity literature. Age-diversity climate is an important predictor of affective commitment, having a different role for different age groups.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Diversity in the workplace***

Th-OR-S31-6

#### **Reassessing 'best practice' recruitment and selection: barriers to social mobility in professional services**

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<sup>1</sup>Royal Holloway University of London, London, <sup>2</sup>University of Birmingham, Birmingham, United Kingdom, <sup>3</sup>University of Leeds, Leeds, -

#### **Content:** Purpose

Recruitment and selection of graduates into 'elite' professional services demonstrates what is generally accepted to be 'best practice'. Multiple assessment hurdles, psychometric testing, and measures to minimize bias all suggest high reliability and validity. Yet, social inclusion continues to be a challenge in this sector. This study explores how staffing practices play a role in shaping dominant narratives of 'talent' and, ultimately, selection decisions, and reinforce barriers to inclusion.

#### Methodology

The study is informed by 42 interviews with partners, Heads of HR, talent and recruitment officers in eight accountancy and financial services firms headquartered either in London or Scotland. The more diverse financial services provided a context which may be more conducive to social mobility. Each stage of graduate recruitment and selection was explored, as well as how selectors define and act on definitions of talent throughout these processes.

#### Results

Findings across case studies demonstrate the role played by recruitment strategy, access to internships, pre-recruitment exposure to employers, and selection practices (e.g. application forms, competency-based interviews) shaped by dominant and symbolic shared constructions of competence. Differences between Scotland and London suggest that constructions of competence and selection processes were influenced by perceived client base and labour market context.

#### Limitations

The focus on a single industry context and graduate-level hiring may imply context-specific findings.

#### Research/Practical Implications

The study demonstrates both barriers to inclusion (e.g. recruiting from preferred universities) and successful strategies for increasing diversity (e.g. greater use of social media, strengths-based assessment). The study has practical implications for attraction and coaching strategies pre-recruitment, making transparent notions of 'talent' amongst selectors, and greater monitoring of social inclusion outcomes.

#### Originality/Value

It is not surprising that recruitment into professions is often shaped by a desire for exclusivity, but there are few studies which demonstrate how 'best practice' staffing may fall short of eradicating barriers to entry for those from less privileged backgrounds. The study provides evidence for a socially constructed, multifaceted understanding of recruitment and selection and warns against acceptance of rationalist notions of 'best practice'.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Diversity in the workplace***

Th-OR-S31-5

**Lucky to reach the top? Gendered perspectives on achieving a leadership position**

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**Content:**

**Purpose:** As organizations become increasingly gender- and culturally diverse, it is important to understand how perspectives on work-related issues vary across gender, as well as how gender differences vary across cultures. In this respect, the perspective of future leaders is of particular importance. The current study examines university students' perceptions of what it takes to be appointed to a leadership position.

**Methodology:** Samples from Qatar and Denmark present a unique opportunity to investigate potential effects of gender because of different norms for men and women. A total of 124 Middle Eastern and 128 Scandinavian university students rated perceived impact of job-related skills, networking upward and pure luck on a Likert scale. Data was analysed with focus on gendered and cultural effects on the perspective of potential future leaders.

**Findings:** Gender differences showed that women across cultures assessed that luck had less to do with getting appointed to a leadership position than men. Middle Eastern women perceived networking with individuals in powerful positions to be less related to leadership appointment compared to the rest of the participants. Cross-culturally Scandinavians perceived job-related skills and networking to be associated with leadership appointment to a greater extent than Middle Easterners, who in turn expected luck to play as significant a role as networking.

**Practice Implications:** The current findings provide insights into the perspective of potential future leaders. Changing the gender different perspective on luck likely balances the number of applicants for leadership positions across gender. Furthermore, awareness of different cultural perspectives facilitates cross-cultural collaboration.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Diversity in the workplace***

Th-OR-S50-3

#### **Acceptance of People with Disabilities at Work - Development and Validation of the Workplace Acceptance Scale**

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<sup>1</sup>Work and Social Psychology, MAASTRICHT UNIVERSITY, Maastricht, Netherlands

#### **Content: Purpose**

This study outlines the development and validation of a measure designed to assess the level of acceptance of people with disabilities in work teams. Many people with disabilities indicate that they feel stigmatized and insufficiently included at work. Social acceptance is considered to play a pivotal role in the nomological network of antecedents and consequences of the successful integration of people with disabilities in regular work environments. Yet, a validated measure of acceptance in work teams is lacking, thereby limiting research progress on this socially relevant topic.

#### **Design/Methodology**

Items were generated based on a theoretical framework of acceptance. We conducted three independent studies ( $n = 655$ ) to investigate the psychometric properties of the measure.

#### **Results**

Data analysis is still ongoing. Preliminary results suggest that acceptance is a two-dimensional construct comprising (1) work related acceptance and (2) general social acceptance.

#### **Limitations**

Although acceptance is a universally important construct in workplace integration, people with different types of disabilities may experience diverse reactions of co-workers. A more homogeneous sample specifying the type of disability is needed to further validate the measure.

#### **Research/Practical implications**

The present study is a first step towards the development of a robust measure of acceptance and the identification of factors contributing to the acceptance of employees with disabilities.

#### **Originality/Value**

The concept acceptance of employees with disabilities has never been methodically investigated. We contribute to the literature by creating a framework of antecedents and consequence of acceptance, and by developing and validating an instrument to assess workplace acceptance.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Human resource management**

**Diversity in the workplace**

Th-OR-S50-4

**Newcomers with disabilities in the workplace: An exploratory study of disclosure motivations**

S. Richard\*, D. Casoinic

**Content:** Building upon decision-making and stigma disclosure theories, this empirical study attempts to provide a deeper understanding of disability disclosure, in France. We identify and examine the reasons why graduate students entering the workforce (henceforth the *newcomers*) choose to legally reveal their disability status at workplace. For this purpose, a qualitative study was conducted, including 26 semi-structured interviews with a sample of officers/managers in charge with organizational disability (in universities and companies). In addition we conducted in-depth interviews with a sample of 39 *newcomers* with disabilities. Our results suggest that the *newcomers*' decision to disclose their disability status was contingent upon a number of personal reasons such as the approach and avoidance goals, the type of their disability, and their personal/social identity. Furthermore, additional factors (social influence, organizational climate, previous experience linked to the disclosure) have also contributed to explain, in part, the *newcomers*' decision to disclose their disability. One limitation of this paper is that the nature of our sample does not allow for the prediction as to how the *newcomers*' disclosure might evolve over time, in their career. Second, this paper did not explicitly examine how disclosure strategies may be translated into concrete action. This study presents several practical implications, in that our findings might serve as a guide for managers to enable them develop and maintain a safe workplace environment where the positive outcomes of disability disclosure are promoted and encouraged. Our findings contribute to the empirical literature on stigma disclosure with new French data, from a disability perspective. In addition, this article contributes to integrate the conceptual framework of this literature by looking at the disclosure process through the lens of the decision-making theory.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Diversity in the workplace***

Th-OR-S31-2

**Work engagement and age diversity. The role of motivational orientation, work-family spillover, and competence mobilization across age groups.**

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**Content: Purpose**

This study examines perceived competence mobilization, positive work-family spillover and mastery goal orientation as antecedents of work engagement across different age categories. Specifically, we investigate whether these antecedents relate differently to work engagement dependent on the age of the employees.

**Design/Methodology**

A cross-lagged survey was conducted among employees from a Norwegian financial sector organization, resulting in 838 responses and a response rate of approximately 30%. Of the participants, 48% were female. Mean age was 48 years.

**Results**

Results indicated that employees aged 39 and younger had a mean work engagement score of 5.23, which was significantly lower than for the rest of the age categories. Furthermore, our findings indicated that perceived competence mobilization and positive work-family spillover influenced work engagement positively, although differently, across the age categories. We also found that mastery goal orientation only was significant for employees aged 39 years and above, in predicting work engagement.

**Limitations**

Although cross-lagged data provide considerable improvement on cross-sectional data for understanding dynamic processes, the procedure still struggles with identifying causal relationships.

**Implications**

Our findings suggest that the idea of older workers being less engaged is a myth. Rather, managers would do well to provide age-specific resources in support for the well-being of employees of all ages.

**Originality/Value**

We extend previous studies by addressing the role of motivational orientation, work-family spillover, and competence mobilization for work engagement across age groups. Thus, we respond to calls for further research on beneficial working conditions for both older and younger workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Diversity in the workplace***

Sa-OR-S129-4

**Diversity ideologies in organizations and their effects on prejudice, organizational behaviors and well being**

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**Content:** Based on research by Guimond et al. (2013) revealing that the relationships between diversity ideologies (multiculturalism vs. assimilationism), social dominance orientation (SDO) and prejudice vary across countries and their diversity policies, we have conducted a study aiming to test these hypotheses in a professional setting. In line with Berry's (1980) and Bourhis et al.'s (1997) models, we decided in this study to take into account four diversity ideologies : multiculturalism, individualism, assimilationism and segregationism.

Our study is divided in two steps using two different methodologies. First, a qualitative study have been conducted on 34 interviews of workers coming from five international luxembourgish organizations. This study allowed to distinguish organizations following their diversity policies. Then, a quantitative study have been conducted on this five organisations. 1329 workers have accepted to respond to a questionnaire composed of diversity ideologies, prejudice, organizational behaviors and wellbeing scales.

Results reveal that the type of diversity policies implemented by the organizations is related to the endorsement to diversity ideologies of their employees. Furthermore, the endorsement to ideologies of individualism and multiculturalism are associated with the reduction of prejudice, the increase of organizational behaviors and the increase of wellbeing. A reverse pattern of results is observed for the ideologies of assimilationism and segregationism. Results will be discussed in light of organizational diversity policies.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Diversity in work teams***

Th-OR-S41-4

**Should I stay or should I go: Incivility and turnover in faultline-based teams**

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**Content: Purpose:** Faultlines literature has traditionally focused on conflict as a direct consequence of intergroup bias (Thatcher & Patel, 2012). In this work we introduce a different set of behaviors, such as intrateam incivility, that may explain the negative effects of faultlines on relevant team outcomes, as collective turnover.

**Methodology:** In a sample of 39 teams working in the social healthcare sector, we applied a four-wave, multi-source research design. The human resources department provided us with demographic information and objective turnover data, while surveys from team members were used to measure team processes like intrateam incivility and collective turnover (measured as a composite measure of intention to leave and objective requests to leave the team).

**Results:** We found both positive relationships between faultlines and intrateam incivility, and between faultlines and collective turnover. However, we did not find this relationship with objective turnover data. In addition, we found empirical support for the mediational role of intrateam incivility on the relationship of faultlines and collective turnover.

**Limitations:** Our results shall be interpreted considering the economic context where the research took place, as shown by additional qualitative information. Thus, future comparative research is needed.

**Implications:** From a practical point of view, we will discuss the implications for managers, including additional information about specific leadership behaviors that may prevent incivility and reduce collective turnover within faultline-based teams.

**Value:** We expand faultlines research to other relevant team processes and outcomes, by linking faultlines to intrateam incivility and collective turnover.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Diversity in work teams***

Sa-OR-S113-4

#### **Age effects on effort gains during team work**

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#### **Content: Purpose**

Effort gains in teams (i.e., higher individual effort in teams as compared to individual work) have been shown in laboratory and field research. However, existing studies considered only younger people. The current study examines chronological age as potential moderator of motivating effects of teamwork. Based on socio-emotional selectivity theory, we assumed that motivating effects of social competition in teams decreases with higher age, whereas motivating effects of social responsibility increases with higher age.

#### **Design/Methodology**

Hypotheses were tested in a diary study (3-8 measurements across 2-weeks) with 227 workers out of 17 companies (40% female, age  $M=40.05$ ,  $SD=10.96$ ). At each measure time, participants indicated whether they had worked on a team or individually, and provided ratings of their current effort, social competition with and responsibility for fellow team members.

#### **Results**

Multilevel analyses (Mplus) revealed significant effort gains in teams when workers indicated high degrees of social competition or social responsibility. Moreover, older workers perceived higher responsibility but lower competition than their younger colleagues. However, the assumed age moderation effect was not observed.

#### **Limitations**

This study focused on individuals in teams, neglecting potential moderators at the team level such as age diversity.

#### **Research/Practical Implications**

Although older workers perceived more social responsibility and less competition in teams, older and younger workers were similarly motivated by both processes.

#### **Originality/Value**

This is the first study demonstrating significant effort gains in teams in everyday work using a within subjects diary approach and considering systematic effects of workers' age.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Diversity in work teams***

Sa-OR-S110-4

#### **Same, same but Different? Linking Group Diversity and Outcomes in Organizational Trainings**

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#### **Content:**

##### **Purpose**

Demographic shifts, globalization, and the implementation of cross-functional work groups have resulted in an increasingly diverse workforce, with implications for human resource development generally and for diverse training groups particularly. Given substantial financial investments in organizational trainings, it is pivotal to understand how diversity affects training success. We review research on (A) group diversity and (B) human resource development to identify the processes and boundary conditions through which employees' diversity in organizational training settings influences learning outcomes. Subsequently, we integrate these findings with theorizing on surface- and deep-level diversity, social identity, information-elaboration, and training transfer to derive a conceptual model of diversity as an input factor for trainings.

##### **Design/Methodology**

To structure the research field, we conducted a systematic literature review, resulting in a final data base of 32 studies.

##### **Results**

Findings regarding surface-level diversity are somewhat inconclusive: Age and ethnic diversity seem to have a stronger influence on training outcomes than gender diversity. In contrast, our review clearly identifies the benefits of managing deep-level diversity for increasing learning outcomes.

##### **Limitations**

Future research should empirically test the paths in our conceptual model.

##### **Research/Practical Implications**

We provide a conceptual starting point for future work on diversity as an input factor to human resource development activities. For practitioners, the paper highlights critical factors and explanatory mechanisms that allow more targeted facilitation for diverse learning cohorts.

##### **Originality/Value**

This study addresses calls for developing theory on diversity management by integrating empirical work with theoretical perspectives on social identity and learning in diverse training groups.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emerging themes in I/O psychology***

Fr-OR-S102-4

### **An experimental test of biases in informal workplace recommendations.**

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#### **Content:** Purpose

Although there is evidence that job applicant recommendations are generally poor predictors of future performance, they continue to be widely used (Hunter & Hunter, 1984, McCarthy & Goffin, 2001). To understand whether such recommendations have the potential to support better selection decisions, we need to know when (and why) they provide less accurate descriptions of applicants. This project aims to contribute to this knowledge by examining whether the biases that have been shown to affect the transmission of social information in everyday conversation play a role in the accuracy of recommendations.

#### **Design/Methodology**

This study was conducted with 258 working adults who were divided into yoked referee-employer pairs. "Referees" were presented with 15 behaviours of a previous colleague and asked to provide a written recommendation. "Employers" were provided with the recommendations and asked to rate the applicant on that basis. The content of the applicant's behaviours were manipulated in a 2 (morality: low, high) X 2 (competence: low, high) design.

#### **Results**

The references provided strong evidence for a positivity bias, with referees transmitting twice as many behaviours that implied that the applicant was moral or competent as those that implied that the applicant was immoral or incompetent. As a result, employers both formed overly positive impressions of poor applicants and were unaware that they had done so on the basis of inaccurate information.

#### **Limitations**

It remains to be seen if the information transmission biases can be overcome.

#### **Research/ Practical Implications**

Through this programme of work, we hope to understand whether (and when) informal workplace recommendations can be a useful source of information when making employment decisions.

#### **Originality/Value**

This study provides the first experimental evidence for the processes that may be responsible for some of the inaccuracy in applicant recommendations.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emerging themes in I/O psychology*

Fr-OR-S85-6

**Questionable Research Practices in Work & Organizational Psychology: Just how badly are we behaving and what are the consequences?**

R. Briner\*

**Content:** There is increasing concern among some in the scientific community and the general public about the trustworthiness of scientific findings and the apparently common use of questionable research practices. This lack of trust is not so much about the scientific method per se but rather about distortions of the scientific method within researcher communities largely as a consequence of the ways in which research activity is organized and rewarded. Such concern has also spread to psychology with the well-documented failure to replicate or reproduce the results of many classic psychology experiments (Open Science Collaboration, 2015). Such problems have also been noted in scientific research in work and organizational psychology (e.g., Kepes & McDaniel, 2013; List & McDaniel, 2016). Questionable research practices such as HARKing and P-hacking mean that we are producing a scientific evidence base which is not as trustworthy as it should be. This paper consider the extent to which this behaviour is occurring within our discipline and some of the consequences for our practice.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Emerging themes in I/O psychology*

Sa-OR-S135-4

**Harnessing Virtual Reality (VR) for Learning and Change: an exploration of possible psychological underpinnings and practice methods**

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**Main Abstract Content:** Communication technologies have irrevocably changed the nature of our daily and our work lives. Digitilisation has ushered in an era of ‘cyberbeing’ (Polt, 2015), where individuals increasingly exist in a world that revolves around the digitised: always on, always connected and uniquely ‘in charge’ of their consumption of information and on-line engagement. These changes have the potential to erode, but also to enrich the quality of a range of learning, coaching and consulting interventions and their outcomes for our clients. E learning, ecoaching and ecollaboration are emerging as growing areas of activity in organisations, increasingly utilising virtual reality (VR) in the digital realm. Work and occupational psychologists will be better equipped to provide new and relevant services to their clients if they embrace these new ways of working, and place themselves at the vanguard of research and practice. However, our psychological understanding of the underpinnings and practice methods of VR are still in their infancy, and there is no common framework within which to build a reliable basis to inform theory and practice.

In this symposium, we seek to begin addressing this gap, by exploring how we can ground practice in established neuroscience and the emerging field of cyberpsychology. We examine three distinct areas of practice where VR is utilised namely, coaching, high immersion learning and group collaboration to support learning and change in the work-place, drawing tentative lessons for future practice and proposing areas for research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotion regulation***

Fr-OR-S98-2

#### **Promoting Human Caring in tomorrow's nurses: is training an added value?**

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**Content:** In Healthcare professional development policies there is a growing interest on Human Caring (HC), mainly referring to Jean Watson theory (2008).

Recent studies belonging to Nursing and to Emotion in workplace (*Grandey, 2000*) highlight the impact of topics as Empathy (*Stepien & Baernstein, 2006*), and Emotional Intelligence (*Snowden et al., 2015*), as key factors in the quality of caring in healthcare professions.

Since 2016, in the Nursing Degree programme of Trieste University it has been developed an innovative module dedicated to Human Caring.

Through a partial implementation of Expero4care model (*Cervai & Polo, 2015*) and by means of two validated questionnaires (JSE-HPS by *Hojat, 2002* and the TEIQue-SF by *Petrides, 2016*), the evaluation of the impact of this training programme has been assessed.

The longitudinal research design encompasses three academic years and it includes both quantitative (questionnaires) and qualitative (diary) tools. As a control group the older student cohorts, where the HC module was not planned, were monitored.

Research hypotheses refer to a significant impact of the HC module on students' empathy: Emotional Intelligence, considered as a stable trait, has been tested as moderator of the training effectiveness.

Data collected during the first academic year in 90 students belonging to the first year class, compared to the control group (68 in second year and 55 in third year) disclose a significant correlation (ANCOVA) between empathy and emotional intelligence ( $p < .001$ ), regardless of students' gender.

Moreover, since the difference in empathy between first year students before training and second/third year students results to be not significant, the use of the latter group as control group appears to be consistent.

The acquired competences in HC have been assessed through students' self-perceptions and evaluation provided by tutors. Textual analysis of internship diaries emphasizes the strategic role of acquiring appropriate competences in Human Caring.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotion regulation*

Th-OR-S46-2

**Healthy or unhealthy? Emotion regulation strategies in response to job stressors**

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**Content: Purpose:** Managers' handling of job stress is decisive for their well-being. Two emerging job stressors in complex service organizations are centralized authority and reporting requirements. The paper tests a model that links these job stressors to managers' well-being through emotion regulation. We argue that reappraisal would help managers deal with job stressors, whereas suppression would have harmful effects on well-being. **Design/Methodology:** Online self-report questionnaire was used to collect data from 600 Norwegian and Swedish hotel managers (72 % response rate). **Results:** Data confirmed a negative effect of centralized authority and reporting requirements on well-being. Findings suggest that reappraisal is an adaptive emotion regulation strategy because it partially mediates the negative relationship between reporting requirements and well-being. Suppression was found to partially mediate the negative relationship between centralized authority and well-being, though the effect was weak. This suggests that managers' well-being is not only the direct result of job stressors, but also of the different emotion regulation strategies that are activated in response to these stressors. **Limitations:** The major limitation is use of cross-sectional self-report data. **Research/Practical Implications:** The study has implications for further studies and for developing management training. **Originality/Value:** Contributes to the limited literature on leaders' emotion regulation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotion regulation***

Th-OR-S46-4

#### **Detachment and concern in human service work: A moderated mediational approach to client stressors, emotion regulation and burnout**

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#### **Content: Purpose**

In the human service field, emotionally charged interactions with clients at work play a central role for employee well-being. Employee detachment and concern are core components of Detached Concern - a health-promoting emotion regulation strategy in people-oriented work - and are important facets in ongoing client interactions at work. We explore the extent to which these two components are related to client demands and employees' burnout.

#### **Design/Methodology**

Based on a three-wave survey, the data of 139 employees in different fields of human service work (e.g. nurses, teachers) were analysed using a moderated mediational approach.

#### **Results**

Results of the moderated mediation analysis indicated that the positive relationship of time-1 client stressors on time-3 emotional exhaustion was partially mediated by time-2 detachment. Time-2 concern moderated this relationship marginally, so that the protective function of detachment between client stressors and emotional exhaustion was depleted when human service professionals showed lower concern at work.

#### **Limitations**

The analysis draws exclusively upon self-reported survey data. Another limitation is the lack of organizational risk factors that contribute to burnout.

#### **Research/Practical Implications**

The findings suggest that client demands and burnout risk are not only related to employee detachment but also to employee concern. Therefore, it might be beneficial if research and health-promoting training also pay attention to the role of concern in the context of social stressors.

#### **Originality/Value**

The study provides a differentiated perspective on the role of concern and detachment in the context of client stressors and their impact in terms of employee burnout.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotion regulation*

Th-OR-S46-3

**Moderator effects of attachment orientations on the relationship between daily workload and daily work-related emotions**

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**Content: Purpose**

In the relationship between affective events/ stressors and emotional reactions, AET and the Stressor-Emotion Model of Counterproductive Behavior point to the role of individual differences. As relevant individual difference variables, we call attachment orientations into play. The few existing studies suggest that insecure attachment goes along with more threatening perceptions of workplace stressors and negative emotions at work. Building on that, our main purpose was to analyse moderator effects of attachment anxiety and avoidance on the within-person relationship between daily workload and the daily experience of positive and negative emotions at work.

**Design/Methodology**

Our online diary study (N=342) included daily measures of workload, and of positive and negative work-related emotions, over a period of two workweeks. Global and co-worker specific attachment anxiety and avoidance were assessed once.

**Results**

Besides main effects of attachment anxiety and avoidance on positive and negative emotional experiences, results of multilevel analyses support the moderating role of attachment avoidance in the within-person relationship between daily workload and the daily experience of positive and negative emotions at work. Interestingly, global and co-worker specific avoidance do play different roles.

**Limitations**

A limitation is the exclusive use of self-report measures.

**Research/Practical Implications**

Findings suggest considering attachment orientations as moderators in future research. Global and domain-specific measurements are advisable. Insecure employees' predisposition towards negative emotional experiences should be considered in human resource practices.

**Originality/Value**

This is the first study analysing the moderating role of attachment orientations in the within-person relationship between daily workload and daily emotions at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Emotional labor***

Sa-OR-S111-2

**"Anyone shout at you today Mum?": Mapping the physiological and subjective impacts of emotional labour demands on pharmacy staff**

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**Content:** There is controversy, in emotional labour research, about the effects of performing EL on worker wellbeing. Such effects have previously been measured with self-report scales, but the addition of physiological measures may further explain the psychobiological responses and consequences of emotional labour. To address this gap our research examines the relationship between the daily emotional demands of a job role, and a range of outcomes including physiological impacts (as measured by heart rate variability) and subjective experiences of such demands.

This mixed methods within person study, conducted with ten participants all employed in pharmacies, consisted of three key elements:

- A questionnaire incorporating measures of emotional labour; team climate; job involvement; organizational commitment; PANAS; perceived stress, and state anxiety
- Heart rate variability (HRV) assessed by time domain approaches and assessed over two work and two non-work days
- An interview exploring experiences of EL and to assist in mapping physiological data to momentary events, adopting a day reconstruction approach.

Emerging results indicate that EL is a significant demand for those working in the pharmacy sector. Analysis of HRV measures indicated moments of psychobiological arousal, and these related to subjective reports of experience. This research seeks to contribute to our understanding of how emotional work demands relate to employee well-being outcomes and to address calls within the field of emotional labour (see Grandey & Gabriel, 2015) for physiological assessments of the impacts of performing EL.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotional labor*

Sa-OR-S111-4

**EMOTIONAL LABOUR AND NEGATIVE WORKPLACE RELATIONSHIPS: A SYSTEMATIC LITERATURE REVIEW**

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**Content: Purpose.** Previous studies demonstrated that emotional labour may be linked to various negative outcomes, e.g. burnout and cynicism, lower job satisfaction. However, the link between emotional labour strategies and relationships at work is not entirely clear. Basing arguments on the Baumeister's idea of ego depletion it could be hypothesised that engaging in deep and surface acting expends the resources and could consequently lead to less appropriate behaviours towards customers and colleagues. Moreover, the moral licensing theory proposes that engaging in socially desirable acts can encourage to engage in unethical acts. Hence, the aim is to systematically review empirical evidence about the relationship between emotional labour (deep and surface acting) and negative workplace relationships.

**Design/Methodology.** Systematic review using the PRISMA guidelines was performed. It included peer reviewed qualitative and quantitative articles with working population. The Scopus data base was used for the articles' search.

**Results.** Preliminary findings suggested that surface but not deep acting is more likely to be linked to dysfunctional work relationships. For more accurate understanding of this link various organizational and individual factors must be considered.

**Limitations.** The strong conclusions cannot be made because of the limited number of the relevant empirical studies.

**Research/Practical Implications.** A link between emotional labour and workplace relationships is highly underrepresented in the scientific literature.

**Originality/Value.** There is gap in the literature analysing the link between emotional labour and work relationships.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotional labor***

Sa-OR-S111-3

## **The Relationships Between Emotional Culture, Emotional Dissonance and Emotional Labor: A Cross-National Study**

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### **Content: Purpose**

Literature on cross-cultural differences on emotional labor has documented that country (e.g., Allen, Diefendorff, Ma, 2014), cultural values (e.g., Nixon, Ceylan, Alabak, & Nelson, 2016), and organizational culture (Grandey, Fisk, & Steiner, 2005) moderate the relationship between emotional labor strategies and various outcomes. The current study extends previous research by investigating the dual moderator effects of emotional culture and country on the relationships between emotional labor (i.e., deep and surface acting) and employee strain (i.e., emotional strain, job satisfaction, turnover intentions).

### **Design/Methodology**

Data were collected from customer service employees working at least 20 hours per week from Turkey ( $n = 328$ ) and the U.S. ( $n = 306$ ).

### **Results**

Although the relationships between deep acting and employee strain was same across two countries, the negative relationships between surface acting with emotional strain and turnover intentions were stronger in the U.S. compared to the Turkish sample. The results of the hierarchical regression analyses confirmed that both emotional culture and country moderated the relationships between surface acting with emotional strain and job satisfaction, but not turnover intentions.

### **Limitations**

The cross-sectional and self-report design of the study might suggest that we are unable to assume causality, and shared bias affected the relationships among variables.

### **Research/Practical Implications**

These results imply that both national and organizational culture impacts the effect of emotional labor on employees.

### **Originality/Value**

To our knowledge, this study is the first to measure emotion culture and investigate the double moderator effect of emotion culture and country on the relationships between study variables.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Emotion in the workplace***

### ***Emotional labor***

Sa-OR-S111-1

#### **The effect of identity dissonance on emotional dissonance, in the workplace: criterion validity of a new scale.**

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**Content:** Title : The effect of Identity Dissonance on Emotional Dissonance, in the workplace: criterion validity of a new scale.

Identity Dissonance is defined as "the state of psychological distress caused by the perception of Self discrepancy" (Warin & al., 2006). For Higgins (1987), Self discrepancy involves: the Actual Self (what the individual thinks or feels to be), Ought Self (role, responsibilities), Ideal Self. Based on Higgins' Theory, we proposed to evaluate the situation in which identity dissonance may occur in the workplace, by measuring the Expressive Latitude (Actual Self, at work) and Normative Pressure (Ought Self, at work). Individuals with poor Latitude of identity expression who are suffering a high Normative pressure are those more prone to identity dissonance. Content validity of this new scale (study 1- Exploratory analysis with CFA, oblique rotation, and confirmatory analysis in Amos) as well as convergent and divergent validity (study 2- part one- with other constructs) have been tested. We also carried out a criterion validity check, assuming that identity dissonance may affect emotional dissonance in the workplace (study 2-part two). Methodology and results: French population; N = 120, 75% female, various occupational categories, age 20-65. Four independent groups and their level of emotional dissonance were studied, considering high/low expressive latitude (EL) and high/low normative pressure (NP). Results through one factor ANOVA and post-hoc tests: First, each occupational category is connected to one specific group (ex: teachers are in group 4: High EL, high NP). Secondly, people with low EL and high NP (group 2, mostly employees) also significantly score a high level of emotional dissonance (Zapf & al., 1999), as expected in our model.  $F(3,116)=9.40, p<.001$ . These results suggest that identity dissonance would have a massive effect on emotional dissonance at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Emotions and organizational contexts***

Fr-OR-S73-2

**Emotions in groups as a function of dyadic member exchanges over time**

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**Content:** *Purpose:* Research and theory on emotions at work have identified two characteristic patterns of affect that influence group processes at work. One pattern is characterised by the tendency of individuals to appraise others through the influence of their own emotions (*inner emotions lens*). The other pattern refers to the emotions that some people consistently elicit in others (*affective presence lens*). Drawing on the Social Relations Model (SRM) and the Team-Member exchange (TME) theory, we advance the *dyadic emotions lens*, according to which vis-à-vis interaction over time create particular dyadic emotional exchanges, which may help to better understand emotions in groups and their relationship with relevant group processes over time.

*Design/Methodology:* 26 MBA students formed groups, and reported their emotional experience with each group-member once a week, during 9-consecutive weeks (k=648). Participants also reported perceived group conflict and trust.

*Results:* A Social Relations Growth Model (SRGM) revealed that positive and negative emotions experienced at the dyadic level were mostly determined by first impressions, remaining relatively stable over time. However, dyadic interactions produced greater positive emotions over time in member exchanges characterized by more trust.

*Limitations:* Future studies should consider a sample of workers in actual work settings.

*Implications:* One-to-one interactions at work are important to understand emotions and other group processes. Practitioners may benefit from using a dyadic emotions lens when implementing team development processes.

*Value:* The study used a comprehensive analytical approach to distinguish multiple sources of variance of emotions in groups over time, identifying relevant features of dyadic emotions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotions and organizational contexts*

Fr-OR-S64-2

**Moderators and mediators of the interplay between affect and creativity: A diary study**

A. Semiz\*

**Content:**

**Purpose:**

Applying a within-person design, this diary study examined the relationship between positive affect (PA) and negative affect (NA) in the morning and day-specific creativity. In addition, job control, time pressure and positive feedback were investigated both as daily (within-person) and cross-level (between-person) moderators in these relationships. Intrinsic motivation was expected as a mediator.

**Design/Methodology:**

Hypotheses were tested in a sample of 60 management consultants. They completed a general survey and two daily surveys (in the morning and in the evening) over the course of one work week (N=300 days).

**Results:**

Hierarchical linear modeling showed a positive relationship between PA in the morning and daily creativity. Job control and time pressure were found as cross-level moderators while positive feedback was found as a day-level moderator. Results showed intrinsic motivation as a mediator in the relationship between PA in the morning and daily creativity.

**Limitations:**

Despite the diary design a conclusions about causality is not possible.

**Research/Practical Implications:**

The results stress the importance of PA in the morning as well as the moderating role of job control, time pressure, positive feedback and intrinsic motivation for daily creativity at work. Employees as well as employers can use these findings to shape their work environment to enable employee creativity.

**Originality/Value:**

This study is one of the few studying daily creativity exploring moderators and mediators in the relationship between daily mood and creativity.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

Fr-OR-S73-3

#### **The emotional experience of change revisited: The differential impact of discrete emotions on objective health and performance indicators**

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**Content:** *Purpose:* This research aims to disentangle the differential effects of emotions (anxiety, anger and excitement) on illness, injury and performance. Negative emotions are known to mediate the experience of change and negative outcomes. Drawing on self-regulation theory, we hypothesise that depending on the core theme of the emotional reaction, employee outcomes will differ. Participation in change will re-establish a sense of control, buffering the effects of change on emotions.

*Design/Methodology:* The data consist of 1171 employees from a UK police force, undergoing change. Individual survey responses matched with organizational records (recorded 4 months after survey).

*Results:* Results of SEM support our hypotheses. The intensity and pace of change predicts illness, injury and performance indirectly via emotional response. Anxiety is mainly related to illness, anger to injury and excitement to performance, with participation mitigating the emotional responses.

*Limitations:* The survey data is self-report and cross-sectional; the organization is specific and it is not clear how results are representative of other sectors.

*Research/Practical Implications:* Positive and negative emotions are not just linked to performance, but also to injury and illness. But the effect of emotions cannot be generalised. Discrete negative and positive emotions were related to specific outcomes only.

Establishing a sense of control will not just affect anxiety, but also anger and excitement.

*Originality/Value:* Very rarely has research considered and been able to disentangle the differential effects of discrete emotions, let alone on objective employee outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

Sa-OR-S130-1

#### **Genius loci – real and virtual environments for productive emotions in decision making**

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**Content:** *Purpose:* The term “Genius loci” describes the influence of a certain place or environment on decisions, negotiations and other political events. Additionally esoteric and religious theories postulate places, where special spiritual forces change human emotion and behaviour. The contribution proposes a scientific model of the interaction between the characteristics of the location, the kind of event and the emotional and cognitive state of mind of the participating people. It combines elements of environmental and architectural psychology, semiotics and our own model about the role of emotion in complex problem solving. *Methodology:* We assume the existence of explicit knowledge about the interaction between these aspects in the experience of professionals creating or managing real or virtual environments. The sample consists out of movie directors, computer game designers, managers of music events, priests and organizers of political ceremonies and negotiations. We conduct a retrospective analysis of existing interviews and professional guidelines for the design of events and related places. *Results:* The initial model of the authors is improved by the explicit knowledge of the experts, coming from their empirical experience in designing affordances of locations for their specific purposes. *Limitations:* This research is a starting point generating hypotheses for further research on this topic. *Research/Practical implications/Value:* The empirical evidence of theories and ideas about emotional and motivational effects of locations can be tested in further research. There are practical implications for the design of work environments. The results can be useful for designing critical events in change management and organization development.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotions and organizational contexts*

Fr-OR-S61-3

**Positive Emotions and its Relationship with Job Crafting: A Three Wave Study**

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**Content: Purpose.** The study aimed to examine the role of positive emotions as predictors of job crafting and to investigate the role of occupational self-efficacy as a potential mediator of this relationship. The hypothesis that positive emotions predict job crafting is based on Fredrickson's (2001) broaden-and-build theory of positive emotions. The mediating role of self-efficacy in this relationship is additionally supported by research on social cognitive theory (Bandura, 2001).

**Design/Methodology.** Three-wave longitudinal study was conducted among 124 employees that use information and communication technology (ICT) at their daily work. Participants completed online survey to measure positive emotions, occupational self-efficacy and job crafting.

**Results.** Hypotheses were tested with structural equation modelling (SEM) analyses using the IBM AMOS version 23 (Arbuckle, 1997). Results indicated that there was a direct effect of positive emotions (T1) on one of the forms of job crafting defined in terms of the Job-Demands Resources model (Tims, Bakker, & Derks, 2012), namely increasing job demands (T3). The mediation hypothesis was not supported by the data.

**Limitations.** The study needs to be replicated with participants from other populations in order to confirm a pattern of results.

**Research/Practical Implications.** The study contributes to the knowledge about psychological mechanisms that may be responsible for job crafting enhancement and informs potential interventions to increase it.

**Originality/Value.** None of the predicting models of job crafting verified in earlier studies have included positive emotions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

Fr-OR-S61-4

#### **Fostering employee gentleness through organisational routines and resources**

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#### **Content: Fostering employee gentleness through organisational routines and resources**

**Purpose** The aims of this study are to define employee gentleness and to understand how it is fostered in caregiving contexts.

**Methodology** Data were derived from two interview-based and three ethnographic studies in various care organisations, e.g., social work, hospice, nursing home. The data, gathered from 80 days of observation and 40 semi-structured interviews of staff and patients, were analysed using grounded theory.

**Results** Analysis revealed employee gentleness to be a form of care giving with three key characteristics a) a *soft and slow approach*, e.g., soft voice and touch, patience, persistence b) *dynamic affiliation behaviour*, i.e., switching between 'friendly guidance and attentiveness' to direct the care process and 'warm responsiveness' to react compassionately to patient need using acts that convey understanding and non-judgemental acceptance (Reis & Shaver, 1988) c) *regulating patient affect*, whilst regulating own feelings and affect expressions.

Acts of employee gentleness are fostered by formal and informal organisational caregiving routines (including enquiry routines, e.g., patient assessments, greetings; attention routines, e.g., collective note reading; validation routines, e.g., celebrations; emotion routines, e.g., collective reframing, Kahn, 1993, Dutton, 2006) combined with organisational resources such as job autonomy, social support and organisational norms about intimacy and emotion.

**Limitations** Transferability of the findings to other care contexts needs establishing.

**Research/Practical Implications** The results can be used to foster organisational care giving.

**Originality/Value** The first empirical study showing how employee gentleness is fostered in organisations and to define organisational caregiving routines.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotions and organizational contexts*

Th-OR-S49-3

**The Sources of and Reactions to Workplace Frustration in the 21st Century: An Exploratory Study**

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**Content: Purpose:** Workplace frustration which is linked to a variety of individual and organisational consequences has become a significant issue within organisations, resulting in a growing need for successful interventions. Despite this need however, there has been a paucity of prior research within the area, particularly up-to-date research which is exploratory in nature. The current study therefore, in an attempt to expand prior research and aid the development of successful interventions, explored in-depth the sources of and reactions to workplace frustration in the UK in the 21<sup>st</sup> century.

**Design/Methodology:** The study took the form of a methodological triangulation study (semi-structured interviews/ diaries/ open questionnaires) and gathered data from over 170 UK employees/volunteers from the public, private, and voluntary sector, as well as independents.

**Results:** Thematic analysis was utilised to answer the research questions posed and identify both key and subordinate themes. Several startling statistics were also drawn from the data.

**Limitations:** It is yet to be tested how much these findings generalise to non-UK based employees/volunteers.

**Research/Practical Implications:** The findings provide an in-depth and modernised understanding of workplace frustration in the UK and will inform further research, the development of a new taxonomy, two new measures and a comprehensive model of workplace frustration. The latter of which will aid the development of future interventions to reduce workplace frustration and support employees.

**Originality/Value:** To our knowledge, the study is the first to explore in-depth using methodological triangulation the sources of and reactions to workplace frustration in the UK in the 21<sup>st</sup> century.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

Th-OR-S49-1

#### **Does it go without saying? Implicit Emotion Recognition ability from voices and its work place relevance**

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#### **Content: Purpose**

The ability to correctly read emotions from others gives more bargaining power (Elfenbein et al., 2007), income (Momm et. al., 2015), transformational leadership (Rubin et al., 2005), and higher performance ratings (Elfenbein & Ambady, 2002). Emotion recognition processes can be implicit and intuitive as opposed to explicit and verbal (Evans, 2008; Fiori, 2009): Dogs (Albuquerque et al., 2016), horses (Smith et al., 2016), and babies (Jessen & Grossmann, 2015) can correctly read emotions without linguistic labels. Therefore, we designed a tool which assesses adults' implicit ability to read emotions from others' voices.

#### **Design/Methodology**

The Voices Emotional Matching Test (VEMT) was validated (Campbell & Fiske, 1959) (N = 231 adults) using DANVA2-Voices test (Nowicki & Duke, 2001) and MSCEIT (Mayer et al., 2002). Additionally, we conducted an emotion recognition training (N = 263), and targets' social competence was rated by 263 coworkers.

#### **Results**

VEMT positively associated with DANVA2 ( $r=.20^{**}$ ), and did not correlate with MSCEIT ( $r<.093$ ). VEMT predicted training success ( $d=0.544$ ), and indirectly, associated with peer ratings of social competence ( $IE=.05$ , 95%CI[.014, .100]).

#### **Limitations**

Our research is limited in its focus on voices.

#### **Research/Practical Implications**

Implicit emotional processes provide incremental validity above and beyond explicit emotion recognition ability because explicit emotional process can be linked with them by training.

#### **Originality/Value**

We combine explicit and implicit emotional processes (Evans, 2008; Fiori, 2009) in the prediction of work place behavior and outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotions and organizational contexts*

Fr-OR-S73-1

**Impacts of Workplace Incivility and Ostracism Experiences on Employee and Intimacy Partner.**

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**Content:** Workplace incivility and ostracism both are negative interpersonal mistreatment experiences within the context of the work environment and are harmful to the well-being; however, incivility predominantly include behaviors that actually intensify social interaction, but ostracism is the acts of omission rather than commission. We adopted goal progress theory perspective that goal failure is associated with rumination to argue that employees' workplace incivility and ostracism experiences induce social sharing of negative events and cognitive rumination separately; furthermore, cross over to impact their intimacy partners' well-being. Matched data from a survey of 512 participants of full-time working status and their self-selected one intimacy partner from boyfriend or girlfriend, best friend, spouse, and one of the family member. Participant and intimacy partner data collected individually and separately. Results revealed that workplace incivility and ostracism both positively associated with social sharing of negative events and cognitive rumination. Cognitive rumination mediated the relationship between workplace ostracism and intimacy's well-being, but social sharing of negative events did not mediate the impact of workplace incivility on intimacy's well-being. As expected, incivility experiences from the acts of behaviors result in increased negative attention; and one of the most common ways individuals engage in coping is the use of social support on the process of social sharing of workplace mistreatment. Unlike the incivility, ostracism is the omission of positive attention from others rather than the commission of negative attention; that is, the ostracism experiences would elicit cognitive rumination and crossover to harm intimacy well-being, furthermore.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotions and organizational contexts*

Fr-OR-S61-2

**Resources to promote feelings of pride in the organization: the role of social identification**

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**Content:** Resources and identification in the organization have generally been studied as holistic concepts assuming that employees obtain resources and identify with the overall organization. This study aims to contribute to our present understanding of how job resources, operationalized at two different levels in the organization, have different effects on the degree of pride that employees feel regarding their workgroup and organization respectively. Social identification was assumed to play a part in this process as a possible intervening factor expected to add to the explanation of variation in feelings of pride. Questionnaire data from 436 employees in two mid-sized municipalities in Sweden revealed support for; (1) workgroup resources and identification could explain additional variance in workgroup-based pride beyond resources and identification related to the leader and organizational level, (2) leader and organizational resources and identification could explain additional variance in organization-based pride beyond workgroup resources and identification, (3) the impact on both levels of resources on group-based pride was partially mediated by identification with different targets. Generally, the effects were foci-specific, which emphasizes the need for distinguishing between these two organizational foci. Both management and future research should be aware of the nature of multiple organizational identification and group-based pride dynamics when considering the value of different job resources in the workplace.

**Keywords:** job resources, dual identification, group-based emotions, pride

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

Fr-OR-S64-1

#### **How the emotional experience of losing and making money influences the risk behaviours of financial traders**

B. Vigors\*

**Content:** *Purpose:* This study explores how the emotions experienced by financial traders, in response to fluctuations in daily profit and loss, affect their risk behaviours. To advance understanding, this study applies the Appraisal Tendency Framework (ATF) to explore how an individual's perception of control and (un)certainly within the decision context determines their emotional experience and consequently their risk behaviours.

*Design:* A qualitative research design, interviewing 11 FX traders, from different organisations. A narrative interviewing method is utilised to de-centre the question of risk, focusing on how individuals experience risk rather than define risk. All interviews were transcribed in full and analysed thematically using MaxQDA.

*Results:* Different emotional experiences result in a variance in risk behaviours. When loss is experienced through fear, traders' reduce risk, while experiencing a loss through anger results in risk-taking behaviour. Findings were consistent with the ATF, as fear is characterised by a perception of situational control and uncertainty, while anger is characterised by other-control and certainty.

*Limitations:* All participants were male and highly experienced. This limits the generalisability of findings to younger, less experienced or female individuals in this research context.

*Implications:* This study facilitates deeper understanding of the behavioural factors which effect variance in risk behaviours in financial services. The study identifies conditions under which emotions significantly affect risk-taking, offering insights of practical relevance.

*Value:* Findings support the advancement and refinement of the ATF, and develop its applicability as a theoretical tool to understand how, and by what mechanisms, emotions impact decision making in a real world setting.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

Fr-OR-S61-1

#### **Patterns of job-related affect and their relationship with occupational well-being**

B. Basinska\*

#### **Content: Purpose**

The new taxonomy of job-related well-being (Bakker & Oerlemans, 2011) requires empirical verification. The aim of the study was to identify job-related affective patterns and their relationship with occupational well-being, i.e. job burnout and work engagement. Affective profiles are a configuration of four groups of affect as a function of valence and arousal.

#### **Methodology**

One cross-lagged (average time 6 weeks) and two cross-sectional studies were conducted in a group of police officers (n=391) and two heterogeneous groups of employees (n=271 and n=149) using: the Job-related Affective Well-being Scale (JAWS-20), the Oldenburg Burnout Inventory (OLBI) and the Utrecht Work Engagement Scale (UWES-9) (founded by the National Science Centre, Poland, UMO-2015/17/B/HS6/04178). Two-step cluster analyses, including the Silhouette method and ANOVA, were applied.

#### **Results**

The results revealed that three affective patterns cause differences in the level of job burnout and work engagement in the groups studied. Individuals with positive affective pattern were engaged but not burned out in contrast to employees with negative affective pattern, who were burned out but not engaged. Individuals represented mixed affective patterns, demonstrating concurrently a moderate level of job burnout and work engagement. In the cross-lagged study, these groups differed from each other regarding the level of future exhaustion.

#### **Limitations**

The small number of participants and the self-description methods are shortcomings.

#### **Practical implications**

Exhaustion can be most vulnerable to job-related affective experience.

#### **Originality/Value**

The bottom-up paradigm from the inner layers (affect) to the outer layers of occupational well-being (job burnout and work engagement) was adopted.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Employment relations**

### **Employability**

Th-OR-S35-3

#### **Employability and overqualification of university graduates: a moderated-mediated model**

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**Content:** *Purpose:* We tested whether employability of university students (human capital –specifically, generic competencies-, social capital, career identity and personal adaptability) predicted their job-overqualification 6 months after their graduation. In addition, we tested whether the relationships between these employability dimensions and overqualification were mediated by perceived employability and moderated by core-self evaluations.

*Design/Methodology:* The sample was composed of 147 subjects. Data were collected at 2 time points: 1 month before graduation (Time 1), and 6 months after graduation. Hypotheses were tested by means of hierarchical multiple regression.

*Results:* After controlling for relevant variables, adaptability ( $b=.29$ ;  $p<.05$ ) and career identity ( $b=-.43$ ;  $p<.01$ ) showed a direct “effect” on graduates’ overqualification. The last one was significantly moderated by core-self evaluations ( $b=-.22$ ;  $p<.05$ ). The indirect effect of employability on overqualification was statistically significant only for one of the dimensions of employability: Social capital (indirect “effect” ( $ab$ ):  $-.15$ ; 95% bootstrap CI: LL=  $-.31$ ; UL=  $-.06$ ).

*Limitations:* Data were collected from the same source which might have inflated the relationships observed. However, the time-lagged design implemented contributed to attenuating this methodological artifact

*Research/Practical Implications:* Our study shows one of the mechanisms and boundary conditions linking some dimensions of employability and overqualification. It also shows that different dimensions of employability contribute differently to prevent overqualification over time. Contrary to expectations, adaptability is not always beneficial in terms of job-fit.

*Originality/Value:* The study explores some innovative mediation mechanisms and boundary conditions that contribute to prevent overqualification of young graduates entering the labor market.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Employability***

Th-OR-S35-1

#### **Sustainable employability as a multidimensional formative construct**

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**Content:** Sustainable employability can be defined and operationalized as a measurable construct (as intended to be explained in another presentation at ICSE as well). However, a major conceptual issue that remains is whether its measurement model should be formative or reflective.

Using objective criteria distinguishing reflective from formative measurement models, the present paper substantiates that sustainable employability should have a formative measurement model. Subsequently, using a sample of 2,544 employees from various Dutch organizations, several models were fitted to assess the viability of sustainable employability as a formative construct empirically. Most notably, a multiple indicator multiple cause (MIMIC) incorporating nine dimensions of sustainable employability (i.e. perceived health, need for recovery, fatigue, work ability, employability, performance, skill-gap, motivation, and job satisfaction) as formative indicators, and perceived ability and willingness to work until the retirement age as reflective indicators was estimated.

The MIMIC model fitted the data well ( $\chi^2 = 3670.051$ ,  $df = 1073$ ,  $p > .01$ ,  $CFI = .937$ ,  $TLI = .930$ ,  $RMSEA = .031$  (90% C.I. = .030 - .032)) and all nine dimensions were retained based on loading patterns in both the MIMIC- and the alternative models.

Based on these findings the formative nature of sustainable employability is not only established theoretically, but can also be used in measurement practice. As a consequence, sustainable employability can be measured more easily using, by necessity, longitudinal designs and (temporal) relationships among its indicators can be modeled as well. Moreover, HR-practitioners and policy makers can theoretically target its separate domains to promote sustainable employability.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Employability***

Th-OR-S42-1

#### **Defining sustainable employability: a multidisciplinary approach**

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**Content:** Currently, only one definition of sustainable employability (SE) exists in the international scientific literature (van der Klink et al., 2016). Although this definition has merits over some non-internationally published definitions, further conceptual development is needed. Specifically, the existing definition appears to address antecedent conditions of SE rather than the concept itself and lacks clarity with regard to measuring the construct and capturing its inherently longitudinal nature. Therefore, building on this existing definition, we redefine SE and provide a conceptual framework that enables measuring this elusive construct.

Specifically we define SE as the absence of negative influences of employment on an individual's employability over time. Here, employability should capture an individual's ability to function in work and on the labor market. As this ability is complex and approached differently by each research discipline, we took a multidisciplinary approach to operationalize it further. Specifically we selected the variables that are the most important indicators of functioning at work within labor economics (i.e. performance, skill-gap, and employability), occupational epidemiology (i.e. need for recovery, fatigue, subjective health, and work ability), and work psychology (i.e. motivation and job satisfaction) to be included as dimensions of SE. The sustainability component is then captured by computing a slope of this multidimensional construct's development over multiple time points using Latent Growth Curve Modeling (LGCM). By using our conceptual model, the effects of employment variables on sustainable employability can be modeled with LGCM, thus identifying the factors that comprise sustainable employment.

#### **References**

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**Disclosure of Interest:** None Declared

**Keywords:** None



*Employment relations*

*Employability*

Sa-OR-S140-3

**Calling and Employability:**

**Examining the Double-Edged Sword Nature of Calling**

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**Content: Purpose.** Calling as an extreme condition of purposeful, meaningful and passion-driven work positively relates to important career development outcomes. Yet, little is known about its implications for employability. In Study 1, I draw on Hall and Chandler's (2005) calling theory of career success to hypothesize that calling is positively related to employability and that this relationship is mediated by proactive professional development (PPD). In Study 2, I try to explain unexpected results of Study 1 by studying the mediating role of career commitment inflexibility (CCI) in the calling-employability relationship.

**Design/Methodology.** Study 1 tests a mediation model with PPD in the calling-employability relationship on a sample of alumni of a large Dutch public university ( $N = 583$ ). Study 2 replicates Study 1 and extends it by adding CCI as a mediator in the relationship using a different sample ( $N = 655$ ).

**Results.** Calling has no direct association with employability. Instead, PPD partially and positively mediates the calling-employability relationship and has a negative confounding or suppressing effect on it. This discovered negative direct calling-employability relationship is then explained by the full mediation role of CCI. Thus, calling implies focusing not only on pursuing meaningful passion but also the ultimate choice (i.e., double-edged sword).

**Limitations.** Cross-sectional data.

**Research/Practical Implications.** This paper enriches understanding of the implications of calling for employability. It extends the limited research that acknowledges both positive and negative outcomes of calling.

**Originality/Value.** The paper shows the complicated nature of calling and that it can both benefit and limit one's employability.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Employability***

Sa-OR-S140-4

## **Resource (In)adequacies within the Work Environment: The Influence of Job Insecurity and Mindfulness on Employability through Psychological Capital**

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**Content: Purpose.** Previous research indicated that mindfulness, psychological capital (PsyCap) and job insecurity influence employability positively. Building on Conservation of Resources theory, we examine to what extent mindfulness influences employability because of its effect on PsyCap. Furthermore, we examine to what extent quantitative and qualitative job insecurity affect employability through PsyCap.

**Design.** Using cross-sectional survey data from over 400 (expatriate) employees collected within two studies, Hayes process mediation regression analyses were performed.

**Results.** The results indicated that mindfulness positively affects employability because of its effect on PsyCap. Moreover, quantitative and qualitative job insecurity negatively influenced employability because they negatively affected PsyCap. The relationships between qualitative job insecurity, mindfulness and employability were partly mediated by PsyCap while the relationship between quantitative job insecurity and employability was fully mediated by PsyCap.

**Limitations.** The results may be biased because of convenience sampling and common method variance caused by self-report measures. Additionally, causal relationships cannot be verified because of the cross-sectional design.

**Implications.** In order to fully understand how job insecurity and mindfulness influence employability, further research could include other explaining mechanisms than PsyCap. Moreover, practitioners should not merely rely on employees' PsyCap when enhancing employability because PsyCap does not yield its benefits unconditionally, particularly during job insecurity.

**Value.** The research sheds light on an unexplored combination of job and personal resources providing valuable insights regarding whether and how PsyCap and mindfulness can benefit employability. Furthermore, the study contributes to understanding whether and how quantitative and qualitative job insecurity leads to decreased employability.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Employment relations**

### **Employability**

Fr-OR-S87-5

#### **Who feels stuck in the job? - A study on associations between individual and situational factors and being locked-in at the workplace**

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**Content: Purpose:** Studies show that feeling stuck in one's workplace, "*being locked-in*", relate to lower levels of well-being. Thus, it becomes important to increase knowledge about potential determinants for workplace locked-in. Accordingly, this study investigates to what extent individual factors (e.g., gender, age,) or situational factors (e.g., balance between competence/skills and work tasks) associate with risks of becoming locked-in.

In this study, *workplace locked-in (LI)*, being at a non-preferred workplace combined with perceiving low employability) and *risk of future workplace locked-in (RLI)*, being at a non-preferred workplace that suits the individual for the moment but not for the future combined with perceiving low employability) was differentiated from those that were *not workplace locked-in (NLI)*, preferences for workplace and/or perceiving high employability).

**Design/Methodology:** Two independent cross-sectional samples of over 6000 permanent employees were used, derived from the SLOSH cohort study (based on a representative sample of the Swedish working population) and multinomial regressions were used to calculate odds ratios for LI/RLI as compared to NLI.

**Results:** Preliminary findings show that LI/RLI is more common for workers with imbalance between competence/skills and work tasks, especially among those who are overqualified. Further, unskilled manual workers and assistant non-manual employees were more often found in LI/RLI positions. Gender, age, education, and family situation were not associated with LI/RLI.

**Limitations:** By using cross-sectional data conclusions on causality are not possible.

**Research/Practical Implications:** To avoid LI/RLI better matching processes between workplace and individual seem to be important.

**Originality/Value:** Studies on factors associated to LI/RLI status are scarce.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Employability*

Th-OR-S35-2

## **The Reciprocal Relationship Between Work-related Learning and Employability: A Systematic Literature Review**

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**Content: Purpose.** Workers need to keep their work-related skills and knowledge up to date in order to be able to find new employment if necessary. Therefore, work-related learning and employability have gained considerable attention over the years. Many scholars intuitively argue that these concepts are closely related, however, empirical evidence is scarce. Thus, the main question to be addressed in this systematic literature review is as follows: What do we know from earlier studies about the relationship between work-related learning and employability, accounting for a) potential differences in conceptualisation and measurement, b) directionality, and c) potential age and educational differences.

**Methodology.** To address this research question, PsycArticles, ERIC, IBSS, Econlit, SSCI and Business Source Premier were searched. Out of 915 hits, we selected 19 articles applying the following criteria: (1) connection to employability and work-related learning literature, (2) empirical studies, (3) published in peer-reviewed journals, (4) written in English or Dutch, (5) concerning workers without (learning) disabilities.

**Results.** Preliminary results suggest: a) The conceptualizations of work-related learning and employability are quite diverse, hence results are conditional upon the specific interpretation, b) research about this relationship is scarce, and studies that do exist report non-significant or weak associations, and c) previous research mostly includes higher educated mid-career individuals.

**Research implications.** Potential future research avenues relate to conceptual issues, more detailed probing of the relationship, and more heterogeneous samples.

**Originality/value.** This review found few empirical studies to conclude upon causal or correlative relationships between work-related learning and employability. Conceptual findings are extended to promote future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Employability***

Th-OR-S19-4

#### **Do the effects of self-esteem and employability on well-being at work depend on contract volition? A comparison between Italian and Finnish employees**

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**Content: Purpose.** Building on the Conservation of Resources framework (Hobfoll, 1989), self-esteem and employability appear as resources relating favorably to a wide array of job-related and general well-being outcomes. Some recent findings suggest that individual contract volition may also play a role.

**Methodology.** We carried out a survey involving 587 Finnish and 383 Italian employees via a self-report questionnaire. Bootstrapping was used to identify the moderated effects of contract volition on the association between self-esteem (predictor), employability activities and orientation (mediators), facets of well-being at work (job satisfaction, vigour, emotional exhaustion, psychological symptoms, as outcomes). Differences between countries were also tested.

**Results.** In several cases, employability activities and orientation mediated the effects of self-esteem on well-being at work, moreover volition (and country) moderated the effects of self-esteem on employability. As regards to emotional exhaustion and psychological symptoms, second-order interactions (volition x country) moderated the effects of self-esteem.

**Limitations.** The cross-sectional design does not allow to infer causal relationships.

**Practical implications.** Self-esteem confirms to be a resource that, through the mediation of employability impacts on well-being at work, moreover, apart from differences between countries, contract volition appear to be an important intervening variable. It derives that organizations must pay particular attention in promoting employees' self-esteem as well as employability, taking into account the potential effects of volition.

**Originality.** Results provided original evidence about the moderating role of contract volition as well as a comparison between the effects of self-esteem and employability on well-being at work between Italy and Finland.  
and slopes were different between countries

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Engagement**

Fr-OR-S74-3

**Individual and Dyadic Gain Spirals of Contextual and Personal Resources**

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**Content: Background.** Recently, Chen, Westman, and Hobfoll (2015) formulated a new facet of Conservation of Resources theory by incorporating crossover model (Westman, 2001) and thus proposing that the process of resource accumulation can be both individual and dyadic: resources possessed by one person can generate further resources both for that individual and for other people. **Objectives.** In this study we build on this proposition to test the individual and dyadic resource gains among 130 working couples. Specifically, we expected that contextual job and family resources (supervisory and family social support) beget a gain spiral and enhance personal resources (self-efficacy) to ultimately improve work engagement. Moreover, we test the gain spiral in the dyadic context by including the crossover of contextual resources (social support), personal resources (self-efficacy), and positive job outcomes (work engagement) among intimate partners. **Method and Results.** The study was carried out among heterosexual, distinguishable couples and thus allowed to observe gender differences in the dyadic exchanges. The results of multilevel analysis confirmed majority of our predictions. We found that men's supervisory social support was indirectly associated with both their own work engagement and that of their partners through the increase in partners' family social support and their own self-efficacy. However, women's supervisory social support was found only to indirectly increase men's work engagement but not their own: women's self-efficacy was improved only by their own perception of family social support but not that of their partners. Additionally, data supported bidirectional transmissions of family social support, self-efficacy and work engagement. **Conclusion.** Together, these findings show that the accumulation of social and personal resources can be both individual and dyadic, and span across work and family domains.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-OR-S24-3

**Antecedents of work engagement - a model of relationships including authentic leadership, followership and psychological capital.**

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**Content:** The present study provided insight into authentic leadership, psychological capital and exemplary followership behaviour as antecedents of work engagement of employees. A quantitative, cross-sectional survey design was utilised, using a composite electronic questionnaire. Data was gathered by using a purposive sample of managers in a national South African healthcare industry organisation (N = 647). A confirmatory sample from the mining industry (N = 254) was used to confirm the structural model of relationships between the variables.

With regard to the portability of the measurement instruments to a South African context, the psychological capital and authentic leadership measures retained its original factor structure and items, whilst the work engagement and followership measures were adapted to improve the internal reliability and construct validity of the instruments.

PsyCap explained the biggest proportion of the variance in work engagement, when controlling for the influence of authentic leadership and followership. Furthermore, PsyCap was found to mediate the relationship between authentic leadership and work engagement.

A theoretical model of the relationships between the variables in the present study were constructed, tested and confirmed with a second sample. The model of the relationships was found to fit the data well. Consequently, the study found that authentic leadership, PsyCap and followership have a sequential relationship with work engagement. As a result, organisational development interventions relating to training and development (including a coaching model), as well as organisational practices and procedures were suggested to enhance the levels of work engagement of employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-OR-S24-2

**Enhancing engagement and alleviating disengagement at work through psychological empowerment: The role of voice and silence**

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**Content:** • Purpose: There are claims in the literature that positive psychology, which underpins research on work engagement, may provide a distorting and misleading account of work and workers' experiences. In order to provide a counterbalance to extant engagement research, our paper has two aims. First, in addition to our focus on engagement, we examine influences on employees' disengagement, which we consider through the lens of alienation. Second, we focus on employees' perceptions of voice and silence as antecedents of engagement and disengagement and propose that these relationships will be mediated by employees' perceptions of psychological empowerment.

• Design/ Methodology: We surveyed employees working in a large public sector department in Ireland (N = 915).

• Results: Support is found for the hypothesised relationships between voice/ silence and engagement/ disengagement, i.e. alienation. These relationships are mediated by psychological empowerment.

• Limitations: While our analysis suggests that common method bias is not a serious concern, we cannot draw firm conclusions in the absence of longitudinal data.

• Research/ Practical Implications: Organisations need to adopt a wide range of voice mechanisms in order to provide employees with a sense of empowerment that will alleviate withdrawal in the form of silence or disengagement.

• Originality/ Value: By extending our understanding of engagement to consider processes associated with withdrawal (i.e. silence and disengagement), we provide a necessary counterbalance to the positioning of engagement within the positive psychology paradigm.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Engagement***

Fr-OR-S68-2

**Work engagement, Work Performance, and Shared leadership**

A. Gautvik-Minker\*, K. Skjelbred

**Content:**

**Purpose** – The purpose of this study was to extend previous research on the relationship between work engagement and work performance by emphasizing the relevance of a shared leadership setting. Specifically, we tested whether shared leadership mediates the relationship between work engagement and work performance quality.

**Design/Methodology** - 143 employees from the Norwegian branch of a private global technology organization completed a cross-sectional survey.

**Results** – The confirmatory factor analysis indicated a good fit of the measurement model. The three-step regression analysis results showed that shared leadership mediates the relationship between work engagement and work performance. Thus, work engagement seems to facilitate a shared leadership orientation, which in turn serves as an important mechanism for work performance.

**Limitations** – Although our study offers new insight of how work engagement functions in relationship to work performance, our cross sectional design is not able to establish causality. Another limitation is the lack of objective data.

**Research/Practical implications** – Our results indicate that organizations are well advised to not only rely on a selection of engaged individuals. Rather, by allowing work engagement to flourish, shared leadership is fostered, and, subsequently, employees will deliver higher quality work.

**Originality/Value** – Our research takes a step toward filling a gap in the literature, shedding light on the operating mechanisms of the link between work engagement and work performance by; 1) introducing shared leadership as a mediator, and 2) increase knowledge about how engaged workers interact in groups.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-OR-S47-1

**The Role of Physicians' Training Level for the Association between Job Resources, Physician Work Engagement and Patient Care Experience**

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**Content: Purpose**

This study investigates the association between (a) job resources and physician work engagement as well as between (b) work engagement and patient care experience and whether these differ for medical specialists and residents (medical specialists in training).

**Design/Methodology**

Physicians included both medical specialists and residents. Job resources, work engagement and patient care experience were measured using validated instruments. 4573 patients (47%) and 185 (78%) physicians (103 specialists and 82 residents) participated, resulting in a mean of 22.3 patient evaluations per physician.

**Results**

Autonomy was a job resource for specialist work engagement ( $B = 0.34$ , 95% CI = 0.14 – 0.54, P value = 0.001), while learning opportunities was as job resource for residents ( $B = 0.33$ , 95% CI = 0.10 – 0.56, P value = 0.006). Work engagement was not associated with patient care experience for both specialists and residents ( $B = 0.01$ , 95% CI = -0.01 – 0.04, P value = 0.361).

**Limitations**

The observational design of the study does not guarantee causality.

**Research/Practical Implications**

In enhancing physician work engagement, the training level should be accounted for. Specifically, it could be rewarding to provide specialists with more autonomy and residents with more learning opportunities in their work. For both specialists and residents, higher work engagement did not seem to translate into better patient care experience. Patient experience may benefit from physicians who deliver stable quality under varying levels of work engagement.

**Originality/Value**

This was the first study researching physician work engagement in relation to their performance as evaluated by patients.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Fr-OR-S74-2

**Increasing Engagement and Performance through a Positive Resources Intervention**

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**Content:** The aim of this study was to explore the effects of a Positive Resources Intervention in work context. A controlled trial of a multi component Positive Intervention was conducted on a medium sized services organization (N=40). The program was offered to the staff as an initiative to improve their psychosocial health, and combined Mindfulness, Character Strengths, Positive Coping and Psychological Capital in a carefully designed sequence of four sessions of four hours each, and a fifth two-hour session focused on evaluating the program and the training transfer to the participants' specific jobs. Pre, Post and Follow Up (1-3-6 Months) evaluations of Mindfulness, Coping, PsyCap, Strengths Use, Engagement and Performance were taken. The preliminary data analysis suggests that the intervention program was successful in boosting the previous levels of all the evaluated variables. Further data is still being analyzed. The practical implications of these findings suggest that multi component positive interventions programs could be an effective Healthy Organizational Practice to boost engagement and performance among professionals in a lasting way. To our knowledge, this is the first study to analyze the effects of a multi component Positive Intervention.

**Keywords:** Positive Intervention, Engagement, Performance, Psychological Capital, Mindfulness.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Fr-OR-S68-4

**Employee engagement among public school teachers in South Africa**

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**Content: Purpose:** To address challenges associated with the quality of education offered in many public schools across South Africa, teachers who approach teaching with vigour, dedication and absorption are required. Accordingly, the purpose of this study was to develop an exploratory model that elucidates the most salient antecedents of variance in employee engagement among public school teachers in South Africa.

**Methodology:** A mixed-methods sequential design was adopted to explore variance in employee engagement among public school teachers in South Africa. For the purposes of the qualitative strand of the study, individual (n = 37) and follow-up (n = 29) interviews were conducted among a sample of purposefully selected teachers from mainstream secondary schools in the Cape Winelands Education District. Participants were divided into two constituencies (i.e. fee and no-fee schools) based on the national quintile system.

**Results:** The qualitative strand of this study highlighted the complex nature of the engagement phenomenon in the educational context. Based on data gathered during individual and follow-up interviews, a theoretical model emerged for each constituency. These theoretical models capture the socially constructed view of the most salient antecedents of variance in employee engagement shared by members from the same constituency. The theoretical models were compared and contrasted with one another. Findings demonstrate that it is important to appreciate the role of the context surrounding public schools in South Africa when developing and implementing intervention practices to nurture employee engagement among teachers.

**Limitations:** To extrapolate qualitative findings concerning variance in employee engagement to the broader population of public school teachers in South Africa, quantitative exploration is required.

**Practical implications:** Based on the insights derived from findings context-specific intervention practices has been proposed that may help ensure that public school teachers in South Africa approach teaching with vigour, dedication and absorption. The intervention practices address the content and context of teaching.

**Value:** This study contributes towards the body of knowledge concerning the engagement phenomenon in the educational context. Insights derived from findings offer valuable guidelines for the development and implementation of context-specific intervention practices to nurture employee engagement among public school teachers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Engagement***

Th-OR-S37-4

### **What are job resources really "needed" for? A multi-source study on job resources, need satisfaction, work engagement, and OCB-I**

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#### **Content: Purpose**

This multi-source study examines the relative importance of job control, social support, and role clarity for work engagement and OCB-I - and tests satisfaction of the needs for autonomy, relatedness, and competence as explanatory mechanisms. Based on the match principle, we hypothesized the rather task-related resources of job control and role clarity to satisfy the needs for autonomy and competence, which we, in turn, proposed to mainly relate to work engagement. As for social support, in contrast, we hypothesized that it mainly satisfies the need for relatedness, which is more prone to relate to OCB-I.

#### **Design/Methodology**

165 employee-supervisor dyads participated in this study. Regarding employees' work engagement and OCB-I we obtained both self and supervisor ratings.

#### **Results**

Each resource was strongest correlated to its matching need. Autonomy and competence need satisfaction were positively related to work engagement but unrelated to OCB-I. Relatedness need satisfaction was positively related only to self-rated OCB-I, but negatively related to supervisor-rated engagement. Mediation analyses revealed positive indirect effects of resources on work engagement via autonomy and competence need satisfaction, and on self-rated OCB-I via relatedness need satisfaction. The indirect effect of social support on supervisor-rated engagement via relatedness was negative.

#### **Limitations**

The cross-sectional design of our study raises concerns about causality.

#### **Research/Practical Implications**

Our results highlight the importance of task-related job resources for work engagement, but raise questions on the role of social support.

#### **Originality/Value**

Using supervisor-ratings of work engagement, our results point to a potential downside of social support and relatedness, respectively.

**Disclosure of Interest:** None Declared

**Keywords:** None

**I Craft therefore I Can: Task Crafting, Subsequent Entitlement, and Organizational Costs**

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**Content:** This paper investigates individual and aggregate outcomes of a tangible form of crafting one's job – task crafting (TC). Recent research has highlighted positive associations between job crafting (a proactive approach in which employees change components of their jobs) and employee performance and engagement. We juxtapose theories of psychological contract, equity, reciprocity, and social exchange, with theories of psychological entitlement and self-serving attributions. We theorize that TC (choosing one's tasks) triggers choice-related beliefs that people control their actions and deserve their outcomes, thus activating entitlement-related cognition (H1). The underlying hypothesized mechanism is that exercising autonomy by TC is self-servingly interpreted as deserved, in turn increasing expectations of positive job outcomes (H2). Lastly, we hypothesize that expressing choice by TC facilitates rational task selection (H3), which may impose organizational costs.

An experiment (N=102; H1) found that participants engaged in TC completed word-stems with more entitlement-related words than control participants. In a large-scale archival study (N=25,252; H2), experiencing autonomy in the workplace positively predicted perceived opportunities for job advancement. In a field study (N=90; H3), online workers engaged in TC chose most frequently low-effort/high-reward tasks, and least frequently high-effort/low-reward tasks. We conducted t-tests and regression analyses.

One limitation of our research is its low mundane realism, since in daily organizational life tasks may be negotiated among coworkers. Our research pinpoints that TC interventions may inadvertently create unreasonable heightened expectations for employees, especially for highly-entitled personalities. Additionally, TC may impose hidden organizational costs when less attractive (high-effort/low-reward), yet perhaps crucial, tasks remain unperformed.

**Disclosure of Interest:** None Declared

**Keywords:** None

**The Darkness Behind Job Re-design: Linking Dark Personality Traits to Job Crafting.**

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**Content: Purpose.** Although job crafting has been linked repeatedly to positive employee and organizational outcomes, its detrimental side has not been well explored. To understand the way ‘dark’ personality traits affect the type of crafting in which employees engage, this research focuses on two frameworks: the PEN (psychopathy, extraversion, and neuroticism) framework and the Dark Triad (narcissism, psychopathy, and Machiavellianism).

**Design/Methodology.** In Study 1, we collected data on the PEN traits and job crafting from 155 individuals in various occupations. In Study 2, we examined how the Dark Triad traits predicted job crafting among police officers ( $N=135$ ). In both studies we conducted hierarchical regression analyses with job crafting dimensions as dependent variables.

**Results.** In Study 1 we found that neuroticism was negatively related to seeking structural job resources. Next, the higher scores in psychoticism, the less frequent seeking of social job resources. We also found that extraversion was positively related to seeking structural and social job resources and to seeking challenging job demands. In Study 2 the results showed that narcissism was positively related to seeking social job resources and challenges, whereas psychopathy was negatively related to seeking social resources. Age and narcissism were positive predictors of reducing job demands.

**Limitations.** The measures were self-reports administered in cross-sectional design.

**Research/Practical Implications.** The studies suggest that individual differences guide the repertoire and frequency of job crafting behaviors.

**Originality/Value.** No previous studies have examined the link between dark personality and job crafting, which open the possibility of investigating counterproductive motives behind job re-design.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Engagement***

Th-OR-S37-3

#### **The relevance of employee engagement for organizational performance**

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#### **Content: Purpose**

Several previous studies have highlighted the benefits of individual work engagement. However, there are limited insights into work engagement at the larger organizational level, which is an important oversight given its potential relevance for organizational functioning. To address this research gap, this study examines the role of organization-level engagement for the objective performance of entire employment agencies.

#### **Design/Methodology**

To understand longitudinal patterns and test causal directions, we collected data at two measurement points with an interval of one year in between. Our sample included 29,997 employees at t1 and 27,472 employees at t2, belonging to 156 organizations.

#### **Results**

Cross-lagged path modeling revealed that organizational engagement meaningfully predicted organizational-level customer satisfaction as well as placement success. The analyses furthermore indicated that organizational engagement predicted organizational performance, and not the other way around.

#### **Limitations**

We investigated the link between organization-level engagement and performance outcomes that are very typical of the sample organization. Future research should investigate whether this relationship replicates in different organizational types with different performance ratings.

#### **Research/Practical Implications**

Our findings contribute to the theory and nomological network surrounding work engagement by conceptualizing work engagement as an organizational construct and demonstrating its importance for organizational performance. For management development practice, our results suggest fostering an organization-wide work engagement climate in order to promote organizational performance.

#### **Originality/Value**

To our knowledge, this is the first study that investigates causal linkages between organization-wide engagement and performance in a time lagged design.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Positive organizational behaviour***

### ***Engagement***

Th-OR-S24-4

#### **Work Characteristics and Work Engagement: The Moderating Role of Age**

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#### **Content:** Purpose

Meta-analytical evidence of the relation between work characteristics (WC) and work engagement (ENG) has reported medium to strong correlations; however, the major part of these studies generally consider this relation as linear, yet, there is evidence that these relations are far more complex, and that some personal variables as age and work preferences may affect these relations. Taking as guide the Person-Job fit theory, we hypothesized that: a) ENG will increase when the value of a WC (e.g. autonomy) is congruent with the importance given to that work characteristics (IWC) by the employee (e.g. importance of autonomy), and b) age will moderate these relations. We tested these hypotheses using a contemporary WC model that take into account 18 WC divided in four major groups: task, knowledge, social, and work context characteristics.

#### Design/Methodology

Using a cross-sectional design, we surveyed 1350 Colombian full-time employees working for organizations from 19 economic sectors. In order to determine congruence, polynomial regressions and surface response analyses were performed.

#### Results

We found that higher levels of congruence between WC and IWC are related to higher ENG. We also found that congruence at high levels (e.g. high autonomy and high importance of autonomy) lead to higher ENG than congruence at low levels (e.g. low autonomy and low importance of autonomy). In addition, we found that age play an important moderator role in these relationships (e.g. for young workers, congruence effect is higher than for middle-age, or older workers).

#### Limitations

Some economic sector were sub-represented, we only assess one outcome result; for future research we need to expand the number of outcome variables in order to confirm the results of this paper on other variables as organizational commitment, turnover and performance.

#### Research/practical implications

Our results shed light of the role of congruence on ENG and how different fit patterns can lead to different levels of ENG; and how these patterns can change depending on personal variables as age. These results present an opportunity to explore the construction of “congruence profiles” for different age groups that can help managers to align their HRM practices to workers’ characteristics.

#### Originality/value

To our knowledge, this study is the first to study the complex relation between 18 WC and ENG from the standpoint of person-job fit using polynomial regression and surface response analysis.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Sa-OR-S110-3

**Psychological availability: The confidence game**

**Karolina Łaba, Anita Bosch, & Madelyn Geldenhuys,  
(University of Johannesburg)**

K. Łaba\*

**Main Abstract Content:** Purpose

Psychological availability (the capability in acquiring "physical, emotional or psychological resources to personally engage at a particular moment" (Kahn, 1990, p. 714), relates positively to work engagement. South Africa has one of the lowest levels of engaged employees, and one of the highest percentages of actively disengaged employees. Work engaged employees tend to be more productive. Hence, understanding predictor/s that promote work engagement, could contribute towards diminishing active disengagement, thereby improving productivity. Furthermore, possible differences in the experiences of psychological availability were explored for the various ethnic groups and leadership positions.

**Design/Methodology**

To test these differences, a shortitudinal multilevel design was employed. An online diary was completed for 10 consecutive working days by women (N=60) from the finance and education sectors.

**Results**

Mixed effects regression analyses confirmed that psychological availability predicted work engagement. No differences were found for psychological availability on work engagement across the ethnic groups and leadership positions.

**Limitations**

The short time intervals utilised within the diary addressed the hypotheses. However, utilising a longer time interval (e.g. five consecutive working days every quarter for one year) could provide more insight as more events may occur (maternity leave, promotion, etc.) that could influence the role of psychological availability on work engagement.

**Research/Practical Implications**

The results suggest that psychological availability initiatives should be applied across the different ethnic and leadership froups, to foster work engagement in organisations.

**Originality/Value**

This predictive model contributes to work engagement theory, and highlights the importance of psychological availability for Black, White, and Indian employees within positions of high, medium, and low seniority in organisations

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Sa-OR-S145-4

**Investigating job crafting from a prosocial perspective :The development and validation of the Prosocial Job Crafting Measure (PSJCM)**

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**Content:** The current paper describes the development and validation process of the Prosocial Job Crafting Measure (PSJCM) in order to examine a specific type of job crafting, namely Prosocial Job Crafting (PSJC). Although there are general job crafting measures available, the phenomenon of PSJC is a new area and there is no known scale for its measurement. PSJC refers to the process through which individuals craft their jobs in order to allow them to act in a prosocial manner. PSJC can happen on a task, relational and cognitive level. The scale was developed through interviews and focus groups, and validated with two samples collected with an online questionnaire in the USA (N= 200; N=300). EFA and reliability analyses were conducted on sample 1 (N=200). CFA and convergent validity were tested on sample 2 (N=300). It is hypothesized that PSJCM reflects the three-factor structure of task, relational, and cognitive prosocial job crafting (Wrzesniewski & Dutton, 2001). Convergent analyses investigated the correlations between PSJCM and constructs that are hypothesized to have a positive (*Job crafting, OCB, Personal initiative*) and negative (*Manipulation*) relationship with PSJCM. In addition, criterion validity was tested through correlating PSJCM with *Engagement, Job satisfaction and Emotional well-being* as these constructs are outcomes of both general job crafting (Tims et al., 2013) and OCB (Babcock-Roberson & Strickland, 2010). Although the data is cross sectional and self-report, the study hopes to contribute a reliable and valid scale for the measurement of a new and specific type of job crafting.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-OR-S37-6

**A Conceptual Model of Engagement Contagion: a fresh look from social comparison theory**

M. Mehrgan\*

**Content:** Employee engagement facilitates organizational success and boosts employees' health and well-being. While much is known about the antecedents and outcomes of employee engagement, little is known about the transfer of engagement from one individual to another. To address this gap, I present a conceptual model of engagement contagion. I believe, bringing Festinger's (1954) social comparison theory in line with Lazarus (1991) appraisal theory can explain the underlying mechanisms of engagement contagion. Specifically, I propose appraisal dimensions namely; motivational relevance, motivational congruence, and accountability as mediators in this model. When individuals are working together in a group, they constantly evaluate and compare their engagement in a task with their colleague's. Motivational factors, group salience and accountability are factors that increase the pressure on individuals to reduce the discrepancy by bringing their full self to work i.e. by becoming more engaged. Theoretical contributions of this paper are as follows; firstly, I bring new perspective to the field of employee engagement by looking at the possibility of engagement contagion. Secondly, I expand Festinger's (1954) social comparison theory by integrating appraisal dimensions to explain the underlying mechanisms through which engagement contagion occurs. Although the present paper has practical implications for organizations, human resource policies and practices through bringing awareness of the value of engaged employees as human capitals who can motivate and encourage others, important questions remain to be addressed. The effects of contextual factors (i.e. Cooperativeness/competitiveness of the situation, power, status, or organizational culture) on engagement contagion is still unknown.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Positive organizational behaviour**

### **Engagement**

Fr-OR-S74-4

#### **Interventions aimed at increasing work engagement: A systematic review of controlled trials**

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**Content:** Interventions aimed at increasing work engagement: A systematic review of controlled trials

#### **Purpose:**

The aim of the present review is to assess the efficacy of controlled interventions that aimed at increasing the employee work engagement.

#### **Methodology**

We conducted a systematic search of online databases (*PsychInfo*, *Eric*, *MedLine*, *EconLit*), using combinations of keywords such as "work engagement", "vigor", "dedication", "absorbtion", "intervention", "trial", "control". The search yielded 347 results (259 unique research studies). The eligibility criteria were: a) to report a controlled intervention, and b) to assess the intervention efficacy using a work engagement scale. To assess intervention efficacy, we computed the standardized differences (d-Cohen) between the experimental and the control group, in the post-intervention measures.

#### **Results**

Using a random-effects approach, we analyzed 30 research studies that reported 33 interventions met the eligibility criteria. The average effect size is weak, but statistically significant ( $d_{\text{general}} = .16$ ,  $k = 32$ ,  $z = 3.64$ ,  $p < .001$ ). Heterogeneity analyses indicated significant between-studies variance ( $Q(26) = 91.13$ ,  $p < .001$ ), and about 66% of the between-study variance can be attributed to moderator variables ( $I^2 = 65.98$ ). We have identified moderator variables such as the time lag since the end of the intervention (the effect decreases as the time lag increases), intervention level (organizational interventions reported smaller effects), and intervention length.

#### **Limitations**

Our moderator variables did not account for the entire between-studies variance.

#### **Practical implications**

Our results suggest a new perspective about how to implement effective employee engagement programs.

#### **Originality**

To our knowledge, this is the first quantitative review of controlled interventions aimed at improving employee engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-OR-S47-3

**The application of JDR theory, motivation, & engagement in a third level educational context**

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**Content:** Work engagement, a positive, fulfilling, work related state of mind, that is characterised by vigour, dedication, and absorption has now been empirically adopted in the academic field. The theoretical conceptualisation of 'study' engagement, as a meta-construct, includes multiple dimensions of attraction to or involvement in college or commitment to learning. Empirical research of the engagement construct in the educational domain requires consideration of discrete indicators and facilitators to engagement.

Using the established theoretical scaffold of Job-Demands Resource (JD-R) theory, and its links to work engagement, personal resources (personality and psychological capital) are singularly, cumulatively, and interactionally, hypothesised as indicators that influence students' self-determined motivation for study engagement and performance, as measured by their academic achievement and non-attrition. Study demands and study resources (perceived autonomy support), are hypothesised as inhibitors/facilitators.

Quantitative research, was conducted longitudinally with a purposive sample of new entrants to a third level institution, spread over four campus locations, over three time periods (N = 1156, Time 1; N=970, Time 2; and, N= 610 Time 3). Self-report data was collected via hard copy questionnaires using a Likert-type survey. Multilevel model analysis was conducted based on the hierarchical nature of the data, the categorisation of students, and the repeated measures of data.

The study advances research on JDR theory and engagement, by empirically extending the predictive singular and integrative influence of both trait (personality) and state (psychological capital) personal resources on engagement and performance and the moderating impact of self-determined motivation between such predictors and outcomes in an educational context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Engagement***

Sa-OR-S110-1

## **Mindfulness and Engagement: The Moderating Role of Dispositional Optimism and Defensive Pessimism**

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### **Content:**

#### **Purpose**

The aim of this paper is to examine the interrelationships among mindfulness, optimism, defensive pessimism and engagement. We examine whether heightened awareness (i.e. mindfulness) of mindsets interplays with optimism and pessimism in predicting work and cognitive engagement. Specifically, can higher levels of mindfulness result in increased engagement when moderated by dispositional optimism and defensive pessimism?

#### **Design/Methodology**

We conducted a field study with working professionals (n=291) and an experimental study with students (n=42). In the field study data were analyzed using hierarchical linear regression analysis; data collected through an experiment were analyzed following MANOVA analysis.

#### **Results**

The results in the field study indicated a positive interaction between high dispositional optimism and high dispositional mindfulness in predicting employees' work engagement, whereas in the experimental study, high state mindfulness positively predicted cognitive engagement when dispositional optimism was low. Similarly, high state mindfulness positively predicted cognitive engagement when defensive pessimism was high.

#### **Limitations**

Our cross-sectional design of the field study limits our ability to infer causation. However, mixed-method design alleviates this concern.

#### **Research/Practical Implications**

Our results have important implications for bridging mindfulness and positive psychology research. We shed light on the link between trait/state mindfulness and trait/state optimism, with important implications for human resource selection processes and leadership training. The findings provide further support of the practical significance of employees' mindfulness practice.

#### **Originality/Value**

This study is the first to investigate differential effects of trait-like and state-like mindfulness in relation to work and cognitive engagement, and how they interplay with optimism/pessimism.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Fr-OR-S68-3

**Mind the mindset! The role of transformational leadership in the relation between employee proactivity and engagement at work**

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**Content: Purpose:** The aim of this study is to analyze whether and how proactivity is related to work engagement. Drawing on complementarity theory, we propose that this relationship is moderated by a three-way interaction between transformational leadership x growth mindset x proactivity.

**Design/Methodology:** This study is based on survey data from 259 employees of a Dutch high tech organization. We used linear multiple regression analysis to examine the hypothesized proactivity-engagement relationship. Additionally, we examined the hypothesized three-way interaction effect of transformational leadership and mindset.

**Results:** In line with prior studies, we find support for positive significant relationships of proactivity and transformational leadership with engagement. Additionally, we find that transformational leadership moderates the relationship between proactivity and work engagement, but only when employees have a growth mindset.

**Limitations.** Cross-sectional studies are limited in predicting causal relationships. The study is focused on the employee perspective.

**Research/Practical Implications.** A growth mindset of workers makes a transformational leadership style more effective in strengthening the relation between proactivity and engagement, whereas a fixed mindset makes transformational leadership ineffective. This is illustrative of the complex interrelatedness of both personal and job resources for engagement, herewith contributing to current insights on the explanatory value of personal resources in the JDR model.

**Originality/Value.** We advance the literature on the role of leadership for engagement, indicating the importance of its interplay with multiple employee factors.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Engagement*

Th-OR-S37-5

**Attentional Pull of Work Activities: Implications for Episodic Demands, Engagement, and Performance**

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**Content: Purpose.** The current study integrates episodic performance model (EPM) with job demands-resources theory to test a cognitive explanation for within-day fluctuations in engagement. In the EPM, attentional pull is defined as aspects of an activity that draw a person's attention towards the activity. We argue that activities that attract more attention will result in higher engagement. We examined how early childhood educators use momentary job resources (i.e. co-worker support) to buffer the negative impact of momentary demands (i.e. disruptive child behavior) on attentional pull, work engagement, and performance.

**Methodology:** Using experience-sampling methodology, 50 educators completed surveys at three different times of the day for one week, resulting in 445 momentary observations.

**Results:** The results of multilevel path analysis showed that demands have a negative relationship with work engagement and performance because they detract attention from completing a work activity. However, a supportive colleague can help the educator to manage demands, so the educator's attention can be pulled back to the activity and their engagement and performance can be maintained.

**Limitations.** Data was assessed with self-report measures raising some concerns about common method variance.

**Research/practical implications.** We identified that demands have a detrimental effect on engagement through a cognitive pathway, namely by preventing employees from giving full attention to a work activity.

**Originality/Value.** This study may inform educators and other employees about the important role of resources in facilitating the regulation of attention while performing a work activity. In this way, individuals may ensure high levels of work engagement and performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-OR-S24-1

**Work engagement and task performance within public organizations: The role of innovative work behavior**

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**Content: Purpose**

The aim of this study was to gain a deeper insight into the mechanism through which employee work engagement can affect task performance. More concretely, we explored whether employee innovative work behavior is a one of the mechanisms (i.e. mediator) that explain the positive relationship between work engagement, leader innovative work behavior, and task performance. This is important because innovative work behavior is especially needed and understudied within the public sector as these organizations are often ineffective and non-competitive.

**Design/Methodology**

The data was collected among 80 employees from 20 teams within two public organizations in Croatia, as a preliminary study of a longitudinal action research project.

**Results**

The results of multi-level structural equation modeling provided support for the hypothesized research model: When employees were highly engaged in their work, and when their leaders showed highly innovative work behavior, their task performance was higher. Furthermore, the results showed that this relationship could be explained by employees' own (higher) innovative work behavior. These findings add to the literature and have substantial practical implications as they show how employees' work engagement and leader innovativeness can foster employees' innovative work behavior, which, in turn, can foster their task performance.

**Limitations**

Our cross-sectional design limits our ability to infer causation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Sa-OR-S145-1

**Work Engagement in SARS Call Centres: Electronic Performance Monitoring and Psychological Need Satisfaction**

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**Content:** Content: Purpose: Call centres have become the most preferred way of communication when dealing with services rendered by government organisations. Previous studies shown that call centres being a highly monitored environment could sometimes lead to disengaged employees. This study explored the relationship between the Electronic Performance Monitoring system (EPM) and levels of work engagement as well as the mediating effect that psychological need satisfaction (PNS) have on this relationship. Research design, approach and method: A cross-sectional survey design and the sample comprised of call centre employees in a government organisation (N = 690). A quantitative research approach was followed which permitted the inclusion of a large representative sample and a relatively structured collection process. Four centres across the country were included with n = 457 taking part in the study. Results: Mplus 7.4 was used to investigate the current research. The main findings indicated that there was a definite correlation between electronic performance monitoring and work engagement levels in this call centre with autonomy, a subscale of psychological need satisfaction, mediating the relationship between electronic performance monitoring and work engagement levels. Limitations: The study focused on call centre agents in a specific government organisation and can therefore not be generalised to other organisations. Research/Practical implications: Government organisations are often the only service provider of its kind and customers therefore don't have an alternative but to make use of their services via call centres. The study was therefore practical by determining the effect of electronic performance monitoring on work engagement levels of call centre agents in this unique working environment and further to determine if psychological need satisfaction (PNS) had a mediating effect on this relationship. Originality/Value: Electronic performance monitoring in the workplace is one of the most controversial issues faced by employers and employees, and often lead to stress. Little research has been done to investigate the effects of EPM on employees work engagement levels in South African government organisations. The current study remedies some of these research shortfalls. Disclosure of Interest: None Declared

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-OR-S47-4

**I did it my way... When regulatory fit creates work engagement.**

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**Content: Purpose.** According to Regulatory Fit Theory (Higgins, 2000), people experience regulatory fit when the manner of the undertaken goal pursuit matches their current regulatory orientation. Regulatory Focus Theory (Higgins, 1997) proposes that there are two regulatory systems—promotion and prevention—that prefer different strategies of goal pursuit. When individuals in a promotion focus pursue goals, they use eager strategies, e.g., ensuring gains and advancement. In contrast, prevention-oriented individuals use vigilant strategies of goal attainment, e.g., ensuring non-losses and maintaining the status quo. In the work environment people are constantly faced with organizational rules that sustain or disrupt their chronic self-regulation. In this study we examined whether regulatory fit between the person and the organizational culture with regard to goal pursuit regulation affects work engagement.

**Design/Methodology.** We conducted a cross-sectional computer-aided web interview among 400 individuals employed by distinct organizations. Participants filled in individual Work Regulatory Focus Scale, Organizational Regulatory Focus Scale and Utrecht Work Engagement Scale.

**Results.** A series of moderation analyses demonstrated that for individuals high in promotion, the higher the promotion of their organization the more vigour and more absorption they reported. Also, for participants high in prevention, the more prevention-oriented their organization was, the more vigour they experienced.

**Limitations.** Cross-sectional design of the study limits inferences on the causality.

**Research/Practical Implications.** It may be a useful argument to recruit employees who fit to the focus of the organization or to communicate goals individually in line with employee's self-regulation.

**Originality/Value.** The studies showed that person-organization fit could also relate to the manner of goal pursuit.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Fr-OR-S74-1

**Employee Psychological Ownership and Work Engagement within the JD-R Model and Social Exchange Theory**

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**Content:** This study explains the link between employee psychological ownership (EPO) and work engagement drawing from the job demands-resources (JD-R) model and social exchange theory (SET). EPO is the first construct to include both job and personal resources of self-efficacy, self-identity, accountability, belongingness and territoriality in its conceptualization. Thus, EPO is expected to positively contribute to the work engagement of employees as it helps employees to deal with demands of their jobs by providing them the necessary job and personal resources. We analyze survey data from 312 employees from a public service organization in Greece (Study 1) and an heterogeneous sample of cross-lagged data from a wide section of service organisations in the United States (Study 2). Our results indicate that i) EPO is distinct from the extensively researched constructs of job satisfaction, affective commitment and work engagement, ii) EPO mediates the relationship between job demands and work engagement and iii) job satisfaction and affective commitment mediate the relationship between EPO and work engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

Th-OR-S37-2

**The Role of Illegitimacy and Subjective Success at Work for the Relation between Demands and Employees' Work Engagement**

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**Content: Purpose:** Tight deadlines, and demanding customers or colleagues – some weeks are exhausting. However, job demands can not only show a positive effect on strain, but also on motivation. This phenomenon is discussed under the label “challenge-hindrane-framework”. Yet, mechanisms and conditions turning demands into challenge or hindrance demands are so far not well understood. In this study, we investigate the role of illegitimacy and subjective success at work as relevant factors in this process. Based on the challenge-hindrane framework and the demand induced strain compensation model (DISC) we propose that emotional demands and time pressure are positively related to work engagement through pro-social success/goal attainment at work, respectively, under the condition that perceived illegitimacy of tasks is low.

**Design:** Over a period of four consecutive weeks, 459 employees completed online-questionnaires at the end of their working weeks.

**Results:** We conducted multi-level moderated mediation analyses to test our hypotheses. Results indicate that emotional demands indirectly relate to higher work engagement via pro-social success when illegitimacy is low. Time pressure, on the other hand, also indirectly relates to higher work engagement when illegitimacy is low, but the effect is mediated by subjective goal attainment/progress.

**Limitations:** Data was only measured using self-reports. Despite the longitudinal design, no straight causal inferences can be made.

**Implications & Value:** When assessing and evaluating psychosocial hazards at work, job demands should not be classified a priori as being challenging or hindering. Perceived illegitimacy, as well as opportunities for goal attainment, are important factors to foster health-promoting work environments.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Engagement***

Fr-OR-S68-1

## **Say, Stay or Strive: The effects of leadership style on employee engagement and psychological safety**

S. Nelson\*

### **Content: Purpose**

The purpose of this research was to investigate the impact of leadership style and psychological safety on employee engagement. It further examined if these variables differed in organizations that engaged in *Continuous Improvement* initiatives such as *Lean* and their impact on that program success.

### **Design/Methodology**

A self-selecting sample (N=122) completed a series of questions including the Multifactor Leadership Questionnaire, Utrecht Work Engagement Scale and Psychological Safety instruments along with demographic information. A mixed design was used, part-correlational and part cross-sectional.

### **Results**

Results found that Transformational leadership predicted Psychological safety, and both predicted Employee Engagement. *Lean* organizations scored significantly higher on Transformational leadership, Psychological Safety and Engagement. These factors also predicted the reported success of *Continuous Improvement* activities.

### **Limitations**

The main limitation was sample size for the *Lean* organisations, which formed in to three groups as some participants did not know if their organisation engaged in such an initiative.

### **Research/Practical Implications**

This research demonstrated the importance of leadership and team structure as antecedents to employee engagement and bridges the academic / practice divide by examining an area in much demand by organisations. It also demonstrates both factors as critical to successful change and improvement initiatives.

### **Originality/Value**

Organisations invest significantly in change programs to increase competitiveness and productivity, this research has shown that Leader behaviour and team norms can impact that success. The use of the MLQ and the full range leadership model gives a framework for leadership, identifying 9 subscales which can be trained and developed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

Th-OR-S37-1

**"Doing good and being valued engages me in my work?"**

**Perceived social impact and social worth, job crafting, and work engagement amongst nurses**

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**Content: Purpose**

Building on the work on the psychological effects of relational job characteristics (PERJCs) of Grant and colleagues, this study aimed to investigate the relationships between perceived social impact, perceived social worth, job crafting, and work engagement. We hypothesized that perceived social impact and social worth would show positive associations with work engagement and job crafting. We also expected that job crafting would show a mediating effect in the relationships between perceived social impact and social worth, and work engagement.

**Design/Methodology**

Participants included 202 hospital nurses. Data were collected using a survey available online and on paper.

**Results**

Statistical procedures included multiple regressions. The hypotheses were partially supported: perceived social worth related positively to work engagement; perceived social impact indicated positive relationships with work engagement and job crafting; job crafting showed a mediating effect in the relationship between perceived impact and engagement.

**Limitations**

Longitudinal research is needed to further investigate the relationships between perceived impact and social worth, job crafting and work engagement. Also, these relationships should be researched with other populations.

**Research/Practical implications**

Hospitals that foster opportunities for nurses to increase their perceptions of the impact of their work on client lives and to craft their jobs are therefore contributing to the work-related well-being (i.e., work engagement) of their nursing workforce.

**Originality/Value**

To our knowledge, this study is the first to investigate the relationships between PERJCs (perceived social impact and perceived social worth), job crafting and work engagement. Also, research on PERJCs and job crafting is scarce amongst nurses.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Entrepreneurship/Self employment***

***Entrepreneurial personality and entrepreneurial decision making***

Fr-OR-S63-3

**The interplay between affective states on opportunity recognition and exploitation: A non-linear approach**

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**Content:** Purpose: The impact of positive and negative affective states on entrepreneurial opportunity recognition and exploitation is a relevant relationship to uncover entrepreneurial activity. Nevertheless, this relationship remains unknown. The present study seeks to clarify the specific role of positive and negative affective states on opportunity recognition and opportunity exploitation, by drawing from theoretical work about cognition and affect in entrepreneurship.

Methodology: Using a sample of founder entrepreneurs (N=52), we measured (positive and negative, high and low arousal) affective states associated with both opportunity recognition and opportunity exploitation stages. Data was analyzed using artificial neural networks which allow the explorations of non-linear processes, as is the case of entrepreneurial activity and are still underrepresented in entrepreneurship research.

Results: Main findings show that positive and high aroused affective states have an impact in opportunity recognition; whereas opportunity exploitation, being mostly a rational process of decision-making, is not permeable and mutable due to affective states.

Limitations: Due to the reduced sample size, these results are preliminary. The use of self-reported measures limits the generalization of our conclusions.

Research/Practical implications: This study extends previous knowledge on the role of affective states in opportunity recognition and exploitation, and contributes to establishing the role of affective states in the early stages of entrepreneurship which is important for would-be entrepreneurs.

Originality/Value: We provide a new insight on the use and relevance of non-linear methods of analysis in entrepreneurship research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Entrepreneurship/Self employment*

*Entrepreneurial personality and entrepreneurial decision making*

Fr-OR-S83-3

**A Study on Entrepreneurial Intention In Comparison To Gender, Generations, and Society Values**

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**Content:** Entrepreneurship was not popular until recently in Turkey. Now there is a changing trend and entrepreneurial intention is increasing among young generations. Also there is a change in society values on the continuum between traditional and modern. Increase in modern values is expected to increase entrepreneurship. Moreover the new generation, GenY have higher entrepreneurial intentions compared to previous generations. These situations should be analyzed separately for females and males.

This study aims to measure differences in entrepreneurial intention of generations X and Y, in comparison to society values and gender. A multi-item questionnaire is used, composed of entrepreneurial intention (Linan & Chen, 2009) and society values (Börü, 2004) scales. The data is collected from 1498 working employees from Istanbul, 41.7% GenX (305 females, 319 males) and 58.3% GenY (432 females, 442 males).

Results revealed that GenY has more entrepreneurial intention as expected ( $M_{geny}=3.44$ ,  $M_{genx}=3.17$ ,  $p=0.00$ ) When society values are analyzed interestingly, originally unidimensional scale, emerged into two factors as modern and traditional. All participants had both modern and traditional values however modern values were higher ( $M_{modern}=3.50$ ,  $M_{traditional}=2.48$ ). This is in line with Turkish family life style.

There is no difference in modern values carried by GenX and Gen Y, however Gen X is more traditional compared to GenY ( $M_{geny}=2.40$ ,  $M_{genx}=2.57$ ,  $p=0.00$ ). Females have more modern and less traditional values compared to males but their entrepreneurial intentions are less for both GenY and GenX ( $M_{genyFemale}=3.35$ ,  $M_{genyMale}=3.52$ ,  $p=0.01$ ;  $M_{genxFemale}=3.01$ ,  $M_{genxMale}=3.32$ ,  $p=0.00$ ). Further study is carried to confirm our findings their generalizability.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Entrepreneurship/Self employment*

*Entrepreneurial personality and entrepreneurial decision making*

Fr-OR-S63-2

**Another post-heroic view on entrepreneurship: The role of employees in networking the start-up process**

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**Content:** Against the background of the post-heroic perspective known from leadership and entrepreneurship research, we shift the focus from the luminary entrepreneur and his or her team to the entrepreneurial firm and its employees. For our analysis we investigate how three antecedents increase the innovativeness of start-ups: (i) the start-ups' external relationships, (ii) the maintenance of such relationships through entrepreneurs' and employees' networking, and (iii) the different hierarchical levels in this process. In a survey-based study, drawing from the data of 98 entrepreneurs and 261 employees in start-ups, multilevel moderated mediation analysis is applied. According to our results, inter-organizational relationships are particularly effective for entrepreneurial innovativeness if networking practices on the employee level are in place. Herein, the collective involvement of employees turns out to have a stronger mediation effect than the individual efforts by the entrepreneur. These findings support "another" post-heroic perspective that is quite distinctive from previous entrepreneurship research, which considers context but predominantly captures networking as the activity of an entrepreneur or an entrepreneurial core team.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Entrepreneurship/Self employment**

**Entrepreneurial personality and entrepreneurial decision making**

Fr-OR-S83-4

**Network centrality and risk perception in entrepreneurial decision making: the moderating role of innovative cognitive style**

O. C. C. Fodor\*

**Content: Purpose**

Entrepreneurs are decision-makers embedded in various social networks (they can ask advice from other entrepreneurs, consultants, family etc.), which can be the source of *ecological heuristics* (i.e. cognitive shortcuts aligned with the structure of the decision context, beneficial for the decision outcomes) such as *imitate the best* entrepreneur in the market (IB). By building on Sitkin and Pablo's (1992) model on the determinants of risky decision making, we argue that social capital factors (i.e. the centrality of the entrepreneur in his network) impact the risk perceptions associated with IB ecological heuristic.

**Design/ Methodology**

In an experimental design carried out on 133 entrepreneur (56 men, Mage = 33.38), we use vignettes to manipulate the centrality of the entrepreneur in his network (i.e. central vs. peripheral) and measure the risk perception associated with *imitating the best* (as an ecological decision heuristic), while also exploring the moderating role of the innovative vs. adaptive cognitive style of the entrepreneur (KAI scale, Kirton, 1978).

**Results**

The findings show that entrepreneurs who have a central position in their network perceive the alternative of *imitating the best* as less risky compared to the peripheral entrepreneurs. The interaction between centrality and the innovative cognitive style is marginally significant. Conditional effect analysis reveal that the negative relation between network centrality and risk perception associated with imitating the best is stronger at mean and especially at high levels of innovation.

**Limitations**

The study was carried out using vignettes which may affect its ecological validity.

**Originality/Value**

The study sheds light on the contextual factors (i.e. network centrality) that influence risk perception associated with an ecological heuristic: imitate the best entrepreneur.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***

***Entrepreneurial personality and entrepreneurial decision making***

Fr-OR-S83-5

**Paying the cost to be the boss? Two laboratory studies exploring gender-leader role incongruence in female entrepreneurship**

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**Content:** Prior studies on female entrepreneurship have focused mostly on biological genders without considering how social roles affect entrepreneurial intentions and behaviors. We extended Eagly and Karau's role congruity theory to the entrepreneurial role. We conducted two laboratory studies involving 77 students (Study 1) and 64 Leaders (Study 2). In Study 1, female students who scored high in authentic leadership reported lower entrepreneurial intentions but were more competitive than men. In Study 2, female entrepreneurs scoring higher in authentic leadership were more competitive than their male counterparts, and female managers. The opposite behavioral pattern emerged between female and male

Prior studies on women's entrepreneurship have focused mostly on biological gender without considering how social roles may affect entrepreneurial intentions and behaviors. In this work, we aim to extend Eagly and Karau's role congruity theory to the entrepreneurship arena. To this end, we conducted two laboratory studies involving 77 students (Study 1) and 64 leaders, of which were 40 senior managers and 24 were SME owners (Study 2). In Study 1, female students who scored high in authentic leadership reported lower entrepreneurial intentions but were more competitive than their male counterparts. In Study 2, female entrepreneurs scoring higher in authentic leadership were more competitive than their male counterparts, but also than their female managers. The opposite behavioral pattern emerged between female and male managers. We discuss implications for theory and practice

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***

***Entrepreneurial personality and entrepreneurial decision making***

Fr-OR-S63-1

**Wisdom and Altruism in Entrepreneurship: Comparing Social Entrepreneurs to Entrepreneurs**

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**Content:** Besides philosophers, today wisdom has been a subject of inquiry for psychologists, sociologists and other social scientists as well. We tried to understand wisdom in entrepreneurship by comparing the social entrepreneurs to other entrepreneurs by using Monika Ardelt's Three Dimensional Model of Wisdom (2011) on 355 subjects. In addition, the association of wisdom dimensions to altruism was scrutinized for both entrepreneur groups by using Self Report Altruism Scale of Rushton, Chrisjohn, and Fekken (1981). The results showed that social entrepreneurs had significantly higher scores in all dimensions of wisdom (Reflective:  $t_{346} = -5.759$ ,  $p < .01$ ; Affective:  $t_{346} = -3.642$ ,  $p < .01$ ; and Cognitive:  $t_{331} = -21.928$ ,  $p < .01$ ). Moreover reflective and affective dimensions of wisdom were found to predict altruism scores of all entrepreneurs ( $R^2 = .26$ ,  $F = 62.550$ ,  $P < .01$ ;  $\beta_{\text{reflective}} = .312$ ,  $p < .01$ ;  $\beta_{\text{affective}} = .273$ ,  $p < .01$ ). Besides these results, all the subdimensions of two constructs were compared for both groups and significant differences were found. In addition, the relationship between wisdom and altruism dimensions also varied for two groups. These differences shed light on the importance of wisdom and altruism on social entrepreneurship and help us to understand the basic dynamics of social entrepreneurship.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Entrepreneurship/Self employment*

*Entrepreneurial personality and entrepreneurial decision making*

Fr-OR-S83-2

## **MOTIVATIONAL DRIVERS OF ACADEMIC ENTREPRENEURS: AN INDUCTIVE GROUNDED APPROACH**

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**Content:** Over the last two decades, there is a major transformation in universities toward becoming ‘entrepreneurial university’ by adopting entrepreneurship as the third mission in the their organizational missions. Academic entrepreneurs, thereby, play a pivotal role as the scientists who start their own ventures through developing new solutions and products based on their research knowledge. As they reconcile different logics; i.e. science and practice; research and commercial in the ambidextrous hybrid career, we proposed that they also own particular and distinctive motivational drivers than the other types of entrepreneurs. Despite the burgeoning literature on the entrepreneurial motivation, why some academicians prefer this hybrid path and how their motivational drivers differentiate vs. others are understudied. By utilizing the lenses of Self-Determination Theory (SDT) and purpose-related work motivation theories, we employed an inductive approach and conducted 20 semi-structured interviews with Turkish academic entrepreneurs to explore why and how they became entrepreneurs on top of their full-time academic positions. The analysis is conducted using a grounded theory technique and we came up with eight new and unique propositions on the entrepreneurial motivation to be studied further quantitatively. Furthermore, the study also proposes practical implications for the government, higher education institutions and university administrators to empower academic entrepreneurship on the individual-basis. To our knowledge, this is the first study examining motivational antecedents of academic entrepreneurship from a scientist-entrepreneur point of view.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Entrepreneurship/Self employment***

### ***Entrepreneurial personality and entrepreneurial decision making***

Fr-OR-S83-1

#### **Exploring Social Entrepreneurial Intentions by means of the Theory of Planned Behavior: An Interview Study with Social Entrepreneurs**

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#### **Content: • Purpose**

Social entrepreneurship bridges the gap of social needs that existing institutions are not able to cope with (e.g. employment creation for people with special needs, upcycling of waste material). According to the Global Entrepreneurship Monitor, in many countries such as the Netherlands, Germany and Spain, there is little social entrepreneurial activity despite the advantages of exploiting this potential. This paper utilises Icek Ajzen's theory of planned behavior in order to explore the determinants that drive intentions of social entrepreneurs in Germany.

#### **• Design and Methodology**

The data was collected by conducting an interview study with ten social entrepreneurs from nine different organisations. Subsequently, the interviews were analysed using qualitative content analysis.

#### **• Results**

The attitudes intellectual stimulation, social responsibility, entrepreneurial drive and impact orientation encourage social entrepreneurial intentions. Factors that support to pursue this plan are hands-on experience, financial security and endurance. Beyond the theory of planned behavior, role models and personal experiences are suggested to impact social entrepreneurial intentions.

#### **• Practical Implications**

To increase social entrepreneurial activity, the paper recommends 1. to evaluate ways on how to include social impact measurement in university curriculums; 2. to establish a platform for inspiring role models that evoke the intention in others to become social entrepreneurs.

#### **• Limitations and Future Research Topics**

The study remains to be tested with a larger sample size of social entrepreneurs to validate the results. Further research would benefit from replicating the study in different cultural contexts, for instance within collectivist societies.

#### **• Originality and Value**

Research on social entrepreneurial behavior is primarily investigated from a motivational perspective whereas this work contributes to current research by adopting an intention-based approach. In addition, it provides insights into how to counteract the low level of social entrepreneurial activity.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Ethics and Sustainability***

***Environmental preservation and protection***

Sa-OR-S146-4

**Impacts of management practices on psychological well-being and healthy job retention of Quebec firefighters**

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**Content:** How do firefighters manage to minimize psychological impacts associated with risks in their work, generated by physically and psychologically demanding situations? This research, addressed in terms of psychodynamics of work (Dejours, 1980; 2015), focuses on dynamics contributing to the stabilization of healthy employment retention in part-time (volunteers) firefighters, which represent over 80% of firefighters in Quebec (Canada).

Five groups of firefighters were met on two occasions through an exploratory and descriptive qualitative research initiative (grant FRQSC, 2011-2015) using semi-structured group interviews (Each group consisted of 5 to 16 firefighters working in the same municipality of fewer than 200,000 inhabitants, for a total of 43 participants. Over 30 hours of interviews were analyzed.

Content and hermeneutic analyzes (L'Ecuyer 2010; Berthelot, 1990) reveal that, through a deliberative space in which experiences, uncertainties and work methods are discussed, firefighters develop collective defence strategies to deal with critical situations. This also enables them to maintain the process leading to recognition among peers. Above all, it was possible to isolate the impact of specific management practices promoting or hindering the development of these essential deliberative spaces.

In addition to describing the stakes of these deliberative spaces, their usefulness and social mechanisms that are present, lines of thought emerge from this research can be applied to all types of workers. In particular, awareness regarding the impact of management practices (e.g. Project management, Lean Management), which often reduce access to occupational deliberative spaces, yet necessary for the development of collective work essential for healthy employment retention.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

Sa-OR-S131-2

**Corporate social responsibility and the attraction of future employees: The role of ethical reputation and moral identity**

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**Content:** Previous studies suggest that corporate social performance of organizations influences their attractiveness as a workplace. The ethical reputation is a construct positively related to corporate social responsibility (CSR) which could be more or less salient according the centrality that moral values assume in individual identity. The main goal of this research was to investigate the relationships among CSR, attractiveness, ethical reputation and moral identity using a moderated mediation analysis. In this study CSR perception was manipulated in order to observe its effect on organizational attractiveness through the mediating effect of ethical reputation moderated by moral identity. Participants ( $n = 222$ ) were randomized by two experimental conditions, responding to an electronic questionnaire containing the description of an organization that met (high involvement condition) or not (low involvement condition) a set of CSR practices, followed by questions about other variables of interest. The results show that CSR affects directly and indirectly, through ethical reputation, the evaluation of the organization as a future workplace and the power of this relationship depends on moral identity. In practical terms, this means that in the “war for talent”, organizations can make use of information about their corporate social performance and ethical reputation as a tool to attract potential candidates, alongside the traditional information on organizational attributes and function characteristics.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Ethics and Sustainability***

### ***Ethical issues in Organizational Psychology***

Sa-OR-S131-3

#### **A suspicious mindset at work: The moderating effect of cues of untrustworthiness and victim sensitivity on unethical pro-organizational behavior**

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**Content: Purpose.** Recent scandals such as the Volkswagen emission scandal show that unethical acts carried out to potentially benefit an organization in the short term may in fact seriously harm the organization in the long run. Despite the considerable practical and societal importance, so far not enough is known about the psychological factors underlying this specific type of unethical behavior. Drawing on the Sensitivity to Mean Intentions (SeMI) model proposed by Gollwitzer and Rothmund this paper investigates the effect of a suspicious mindset on unethical pro-organizational behavior. Specifically, we predicted a differing effect of cues of untrustworthiness on unethical pro-organizational behavior, depending on the individual's level of sensitivity towards mean intentions of others (victim sensitivity).

**Design/Methodology.** Following an initial study with a student sample (N = 69), we conducted a second experimental study with employees (N = 130). The organizational context was simulated and cues of untrustworthiness were manipulated by showing participants pictures of colleagues who differed in the extent to which their facial appearances were either trustworthy or untrustworthy.

**Results.** The results suggest that an activated suspicious mindset influences unethical pro-organizational behavior. As predicted, the findings revealed a significant interaction effect of cues of untrustworthiness and victim sensitivity on unethical pro-organizational behavior.

**Limitations.** Future research should investigate different kinds of situational cues associated with untrustworthiness both in experiments and field studies.

**Research/Practical Implications.** Our findings indicate that organizations need to be aware that people differ in terms of their sensitivity towards becoming a victim and should be alerted to the potentially negative effects of environmental or social cues associated with untrustworthiness.

**Originality/Value.** To our knowledge, this study is the first to empirically analyze the effect of a suspicious mindset on unethical pro-organizational behavior, and it contributes to a refined understanding of the relationship between trustworthiness and unethical behavior at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Ethics and Sustainability**

### **Ethical issues in Organizational Psychology**

Sa-OR-S119-3

#### **Honesty-Humility: A facet-level approach to predict broad/narrow academic dishonesty criteria**

Y. Janse Van Rensburg\*, E. Derous, F. De Kock

**Content:** *Objective:* This study expands the predictor domain of personality by focusing on how broad and narrow facets of Honesty-Humility (HEXACO-Personality Inventory) shows concurrent validity in predicting broad and narrow academic dishonesty criteria (i.e., counter academic behavior and cheating respectively). *Method:* A heterogeneous student sample ( $N=308$ ) completed an online survey, including the broad/narrow facets of Honesty and Humility, counter academic behavior, and a standardized, monetary incentivized cheating task disguised as a cognitive ability test. *Results:* The broad facets, Honesty and Humility, both related more negatively to broad criteria (i.e., counter academic behavior), as when compared to narrow-level criteria of dishonest academic behavior (i.e., cheating). In relating Honesty-Humility's four narrow facets (i.e., Fairness, Sincerity, Greed Avoidance and Modesty) with broad/narrow dishonesty criteria, Fairness related more negatively to counter academic behavior, whilst Greed Avoidance related more negatively to cheating. *Conclusions:* Assessing criteria at a facet-level shows to be more precise in predicting both broad and more fine-grained academic dishonesty criteria. Results provide a more comprehensive understanding of dishonest behavior. Findings may aid researchers in developing theory about why students cheat.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Ethics and Sustainability***

### ***Ethical issues in Organizational Psychology***

Sa-OR-S119-4

#### **Match between leader's and follower's ethics: why is it important in organizational psychology?**

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**Content:** Leadership is a mutual influence, therefore the ethics of leaders can't be studied apart from the ethics of followers (Ciulla, 2005). Moreover, the effect of match or mismatch between leader and follower values on employee outcomes needs more empirical evidence (Stouten, Dijke, Cremer, 2012). The purpose of the study was to find out how match and mismatch between perceived ethical leadership and follower ethical behaviour is related to employee's work motivation and occupational self-efficacy. 278 employees (27 % men, 73 % women) from service sector organizations filled in a questionnaire that consisted of Ethical leadership, Ethical behavior, Work motivation and Occupational self-efficacy scales. Results revealed that work motivation and occupational self-efficacy did not differ between employees in the group of match between perceived ethical leadership and follower's ethical behavior and in the group of mismatch between perceived ethical leadership and follower's ethical behavior. In depth analysis showed that the type of match was a significant factor: followers had highest indexes of work motivation and occupational self-efficacy in the group of positive match (ethical follower, ethical leader). However, when the match between perceived ethical leadership and follower's ethical behavior was negative (unethical follower, unethical leader) work motivation and occupational self-efficacy was lower than in the mismatch condition. Both assessment of ethical leadership and ethical behavior of employees came from the same source that could lead to common method bias. The study changes the emphasis of the ethical leadership research from leaders' perspective to followers' and confirms the need for in depth analysis.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

Sa-OR-S119-1

**A moral manager and a moral person? Both components of ethical leadership are necessary to reduce perceived hypocrisy and follower stress**

S. Van Gils\*

**Content:** - Purpose

The current study sets out to provide new insights into the effects of ethical leadership on stress, by exploring the interplay between the two components of ethical leadership; moral person and moral manager. Moreover, we hypothesize that the interactive effect of the moral person and moral manager dimensions on stress is mediated by follower perceptions of leader hypocrisy.

- Design/Methodology

An online field study with employees in governmental organizations (N=117) was conducted.

- Results

Regression results confirm the hypothesized moderated mediation model.

- Limitations

Future research should employ a longitudinal or experimental design to confirm the suggested causal order of our model.

- Research/Practical Implications

This study disentangles the effects of the two components of ethical leadership to provide a better understanding of when it can influence follower stress, and when such leadership is perceived as hypocritical. The findings emphasize the importance of “walking the talk” for ethical leaders.

- Originality/Value

The few that studies have related ethical leadership and stress, have yielded mixed results. This study is among the first to explore the interaction of the moral manager and moral person components, and thereby clarifies the effects of ethical leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Ethics and Sustainability*

*Ethical issues in Organizational Psychology*

Sa-OR-S119-2

**Power and Unethical Behavior: The Moderating Role of Self-Justifications**

S. Feenstra\*, J. Jordan, J. Stoker, F. Walter

**Content: Purpose.** Self-justifications trigger unethical behavior as they allow people to act unethically, while upholding a moral self-image (Shalvi et al., 2011). Based on theory which suggests that the behaviors of high-power individuals more strongly depend on their internal states (Galinsky et al., 2008), we aim to show that only high-power (versus low-power) individuals' unethical behaviors hinge on the availability of such self-justifications.

**Methodology.** We conducted three studies to test this hypothesis. We experimentally induced power (Studies 1 and 2), and measured power in an organizational field-setting (Study 3). Further, we manipulated the availability of self-justifications and measured unethical behavior using the die-under-the-cup-paradigm (Study 1) and scenarios (Studies 2 and 3).

**Results.** All three studies demonstrate that power and self-justifications interact to influence unethical behavior. Only high-power (versus low-power) individuals' unethical behavior is influenced by the availability of self-justifications, such that they act less unethical when there is no opportunity to justify the unethical act to themselves.

**Limitations.** This investigation did not examine the mechanisms underlying the observed effect. Power-holders' self-focus might, for example, explain this relationship, such that power increases self-focus, which in turn interacts with self-justifications to influence unethical behavior.

**Practical Implications.** Our results suggest that organizations trying to curb power-holders' unethical behavior should decrease the availability of self-justifications, for example, by minimizing organizations' ethical grey areas.

**Originality.** Power has often been associated with increased freedom and corruption. Our results, suggest, however, that power is not always a liberating or corrupting force.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Ethics and Sustainability***

### ***Ethical issues in Organizational Psychology***

Sa-OR-S131-4

#### **When ethicality becomes unequal: On the role of within-unit variability in ethical leadership**

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#### **Content:** Purpose:

Ethical leadership theory postulates that ethical leaders show fair conduct to followers. What has only been an implicit assumption is that leaders show comparable leadership to all followers. Interestingly, empirical support for this has so far been lacking. The aim of the present study is to examine the role of ethical leadership variability defined as the differences in follower perceptions of ethical leadership with regard to the same leader. We develop a model in which a leader's span of control positively predicts ethical leadership variability, which in turn negatively affects unit trust in the leader and job satisfaction. Additionally, leaders' extraversion should buffer the negative indirect effect of span of control via ethical leadership variability on the two outcomes.

#### **Design:**

We used a sample of 137 teams with 1495 employees from a clothing corporation. Leadership variability was operationalized through within-team standard deviations of ethical leadership ratings.

#### **Results:**

We found support for the positive effect of team size on ethical leadership variability as well as for the negative effect of the latter on trust and satisfaction. Extraversion reduced the negative indirect effects of span of control on the outcomes.

#### **Limitations:**

The cross-sectional design does not allow for drawing inferences about causal directions of effects.

#### **Research/practical implications:**

The results indicate that variability of within-team leadership ratings is not random error but has unique value in understanding and predicting employee attitudes.

#### **Originality/value:**

Ethical leadership theory is advanced by highlighting the importance of showing consistent doses of leadership beyond a high mean level.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Ethics and Sustainability***

### ***Ethical issues in Organizational Psychology***

Sa-OR-S131-1

#### **Doctors' Identity Conflict and Ethical Behaviour in End-of-Life Circumstances: Between Professional and Religious Identity**

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#### **Content: Purpose**

Legal changes in medical regulations towards End-of-Life circumstances have led doctors to experience religious and professional identity conflicts and behavioural dilemmas. Despite the detrimental consequences on doctors' well-being, medicine efficiency and society's welfare, research on this topic and its underlying mechanisms has been overlooked in organisational studies.

The purpose of this propositional paper is to address this gap by offering a new conceptual framework, grounded on Social Identity Theory (Tajfel and Turner, 1986), Identity Theory (Stryker and Serpe, 1982) and Cognitive Dissonance Theory (Festinger, 1962).

#### **Design**

Through a review of the literature, four research questions are answered: how identity conflict arises; its role between equally salient but incompatible identities and ethical behaviour; how doctors' identity conflict is managed; the impact of ethical behaviours on doctors' well-being.

#### **Results**

The framework offers a novel perspective on identity and behavioural mechanisms.

#### **Limitations**

Some moderators, for instance doctors' intrinsic/extrinsic motivation, their emotions and patients' will, have not been included since they were beyond the main purpose of this study. This could have limited the level of integration of the model.

#### **Research and Practical Implications**

This study has both research implications, for scholars interested in identity dynamics, and practical implications for doctors, health care managers and medical schools curricula, in terms of well-being, job performance, quality of the health care system and teaching.

#### **Originality**

This is the first study proposing a conceptual framework which combines multiple and diversified aspects to understand the processes underpinning identity conflicts and their effect on doctors' behaviour and well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Fairness and applicant reaction***

Th-OR-S12-3

#### **What influences the number of difficult-to-recruit job applicants?**

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#### **Content: Purpose**

The extent to which job adverts, work place surroundings and job characteristics affect the potential job applicant is poorly known. In the current study, we investigated whether job advert characteristics, job characteristics, geographic and building characteristics and socio-economic characteristics of the workplace surroundings predicted the number of qualified applicants for difficult-to-recruit jobs.

#### **Design**

Two city councils in the Helsinki region provided job adverts and information on qualified job applicants to all special education needs class teacher and early childhood education teacher tenure roles from January to June 2016 (N = 180). This data was linked to eleven types of nationwide geographic, building and socio-economic data (for example, percentage of unemployment, share of population with higher education degree, average size of apartments, the decade when the neighbourhood was built).

#### **Results**

Qualified job applicants applied in bigger numbers to jobs that were in areas with less unemployment, more higher education degrees, bigger household median income, and bigger sized apartments. However, some differences emerge in between the two professions.

#### **Limitations**

It remains to be tested how generalizable the results are for the difficult-to-recruit groups.

#### **Research/practical implications**

These findings imply that different regions within a city attract different numbers of applicants. This should be addressed by looking at the work roles themselves – does different clientele in different areas indicate, even subjectively experienced, more challenging work?

#### **Originality/value**

To the authors' knowledge, the study is the first to systematically analyse the job applicant numbers and geographic data.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employee Selection**

**Fairness and applicant reaction**

Th-OR-S12-4

**Trust Development In Leader-Newcomers and Workgroup-Newcomers Relationships during organizational entry : a latent growth modeling approach**

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**Content:** *This study examines the development pattern of newcomers trust in the supervisor and trust in the workgroup during the entry period into the organization. Survey data were collected among newly hired nurses in four university hospitals in Canada, in a three-wave longitudinal study. Analyses were conducted with a Latent Growth Modeling (LGM) approach that allows to truly capture the temporal nature of trust intra-individual process. Results show that affective trust in supervisor and affective in workgroup increased linearly during the first 6 months of employment, while cognitive trust in supervisor and cognitive trust in workgroup remained stable during the same period. Results also showed that the decision to trust the work team is related to the propensity of new recruits to trust their supervisor, both at entry and across time. Social exchange and uncertainty theories were used to interpret the findings. Implications and future research directions are outlined.*

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Fairness and applicant reaction***

Th-OR-S29-1

**Response latency in rejection letters. A triangulated approach to applicant reactions.**

M. Cortini\*, M. Barattucci

**Main Abstract Content:** The present research looks at rejection letters as a special form of organizational communication.

Unfortunately, organizations still pay scant attention to rejection letters, even if a growing body of literature has shown that they may play a crucial role in terms of Employer Branding.

Taking the *Selection Fairness Theory* as starting point, we analyze the reactions of rejected applicants to rejection letters.

We have designed a mix method research, made up of 2 distinct studies; the first one is qualitative in nature (based on 150 written interviews realized with potential applicants), consisting of a content analysis of extracts commenting on a scenario consisting of rejection letters, made by the aid of the software T-Lab.

The results of the first study suggest that providing a fair and polite notification is something agreeable, able to affect organizational recommendation; in addition, the time latency in feedback giving affects the perception of procedural justice that, in turn, affects organizational recommendation.

On the basis of the first study, we have constructed an ad hoc questionnaire, which has been filled in by a sample of 120 real candidates who have been recently rejected during a selection process occurred in Center Italy. The results of the second study mainly suggest HR managers should pay more attention to rejection letters, standing their potentiality in terms of employer branding.

The talk discusses the main findings and suggest organizational implications in order to support employer branding during selection procedures.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Fairness and applicant reaction***

Th-OR-S29-4

#### **Making sense of multiple rejections after face-to-face interviews: The significance of feedback on applicant identities**

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**Content:** Extant selection and assessment literature predominantly utilises quantitative methodology and hypothetical job rejection scenarios to assess candidate rejection experiences following face-to-face interviews. This often overlooks more nuanced, lived experiences of real job seekers facing multiple rejections, reflective of current labour market turbulence. Informed by Karl Weick's (1995) organisational sense-making approach, the present study sought to explore the subjective feelings and sense-making processes of actual job applicants. Using semi-structured interviews and Interpretative Phenomenological Analysis (IPA), the experiences of 10 active job seekers (rejected on 2-5 consecutive occasions following face-to-face interviews) were investigated. The effects of cumulative rejections on job seekers' sense of identity and how they manage to make sense of these rejections was examined. Findings suggest that cumulative job rejections negatively affect social identity and feelings of self-worth, especially when sense-making is hindered by a lack of, or inappropriate, feedback. Where constructive and job relevant feedback is delivered by an interview panel member, the rejected applicant is better able to make sense of the rejection in a way that supports self-efficacy and personal identity. IPA as a methodology is limited by its small sample size and therefore findings are not generalizable. Extending the preliminary findings from the present study to a range of assessment domains, with larger sample sizes, is now recommended. The importance of applying findings from across research fields to inform best practice in assessment and selection (e.g. to avoid undermining individual identity and esteem) is emphasised.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Fairness and applicant reaction***

Th-OR-S29-2

## **Social Recruiting: Word-of-Mouth in the Recruitment Process**

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<sup>1</sup>Ghent University, Ghent, Belgium

**Content: Purpose:** Competing in the war for talent, some companies started rewarding their employees for spreading positive word-of-mouth and convincing others to apply with their employer. This study wants to examine the effects of rewarding employee referrals on applicants' perceived employee credibility and organizational attractiveness.

**Design:** Integrating source credibility theory and the multiple inference framework, we investigate how knowledge of a referral bonus impacts applicants' inferences of the referring employee's motives, and subsequently their perceptions of employee credibility and organizational attractiveness.

In a between-subjects experimental design, we asked 127 final-year students (75% women; mean age = 23 years,  $SD = 1.61$ ) to read an e-mail that they received from a friend regarding a vacant job opening. Keeping information on the organization and job constant, the wording regarding the referral bonus (absent/present) and the motive for spreading the job vacancy (bonus/not bonus) were systematically varied.

**Results:** Knowledge of employee referral bonuses resulted in lower employee credibility and organizational attractiveness perceptions. This was partially due to the inference of less genuine referral motives of the employee when applicants were aware of the bonus.

**Limitations:** A more experienced sample could increase the generalizability of our results.

**Implications:** Our results inform organizations on how they might create higher referral receptivity without losing credibility and jeopardizing their organizational attractiveness.

**Originality:** Despite the high prevalence of rewarded referral programs, research about its effectiveness is lacking. Moreover, this study contributes conceptually to the literature on employee referral programs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Fairness and applicant reaction***

Th-OR-S29-3

#### **Job Applicant Reactions: What Is New and What Is Next?**

J. McCarthy <sup>1,\*</sup>, T. Bauer <sup>2</sup>, D. Truxillo <sup>2</sup>, N. Anderson <sup>3</sup>, A.-C. Costa <sup>3</sup>, S. Ahmed <sup>3</sup>

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#### **Content: Job Applicant Reactions: What Is New and What Is Next?**

##### **Purpose**

The field of applicant reactions is at a critical juncture, in that there have been questions over whether applicant reactions research is making progress or whether it reflects ‘much ado about nothing’. This symposium will examine such critiques and provide an up-to-date, comprehensive, and authoritative assessment of developments in the field.

##### **Design/Methodology**

Our author team has reviewed all the published research on applicant reactions since the last major review (Ployhart & Ryan, 2000), and we discovered 145 new studies. This process uncovered four new areas of growth in the field that center around advancement of theory, international issues, technology, and boundary conditions. It also enabled us to develop an updated and unified general framework of applicant reactions that can serve as a foundation for future work.

##### **Results**

Our review indicated that over the past 15 years, the field of applicant reactions has evolved to be more rigorous, relevant, and robust. There is also solid evidence that applicant reactions have significant and meaningful effects on attitudes, intentions, and behaviors. Finally, a number of promising new avenues for future research emerged.

##### **Research/Practical Implications**

Our findings have implications for research on applicant reactions. They are also essential for informing best practices and interventions to improve applicant reactions and organizational and individual outcomes.

##### **Originality/Value**

Our paper offers the first comprehensive review of the applicant reaction literature since 2000 and provides an updated theoretical model that can serve to advance future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Fairness and applicant reaction***

Th-OR-S12-1

#### **Applicant Reactions in a Promotion Context: A Longitudinal Study**

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**Content:** • Purpose: This study examined the extent to which procedural and distributive justice perceptions of promotional procedures could be used as a predictor of applicant work-related outcomes over time.

• Design/Methodology: A three-time-point longitudinal design was used to assess applicant reactions: Time 1, before the promotion; Time 2, after receiving the promotional decisions; and Time 3, one year later. Data were collected from internal applicants seeking promotion (N= 253, final sample).

• Results: The findings showed that procedural justice predicted leader-member exchange, job satisfaction, job performance, and turnover intentions, but not actual turnover, both in the short and long run while distributive justice did not predict any of those outcomes, and that justice perceptions and reactions differ between accepted and rejected applicants over time.

• Limitations: The sample was from one major public sector organization.

• Research/Practical Implications: These findings also have implications for future research and HR practitioners. The results strongly indicate that organizations will benefit more when they adopt fair promotion practices as it reflects on improving employee job attitudes and behaviours.

• Originality/Value: This study is the first to support the longitudinal effects of promotional fairness on important and under-examined work-related outcomes over time, using a longitudinal design to test the changes in reactions over time, and used a sample of actual internal applicants to provide greater ecological validity and enhance generalizability of the findings. It contributes to theory by offering an updated model that integrate theories and research (organizational justice and social exchange theories) to fully explain why promotional justice impact work-related outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee Selection***

### ***Fairness and applicant reaction***

Th-OR-S12-2

#### **Creating a 'Fitting' Applicant Pool: Personality, Person-Role Fit and Recruitment Outcomes**

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#### **Content: Purpose**

Person-role fit is the match between an individual's role preferences (a predominant role profile) and the role requirements (the desired behaviors of a certain role) of an organization. The current study hypothesizes that innate personality traits will predispose individuals to find certain roles more attractive and be inclined to accept the role in the form of a job offer because they perceive a fit with the role. The personality-outcome relationship is expected to be mediated by perceived person-role fit.

#### **Design/Methodology**

Person-Role fit is based on the six dimensions (Maker, Presenter, Director, Expert, Guide, Inspirator) of the Career Roles Model by Hoekstra (2011). Participants ( $N=82$ ) completed measures of personality (HEXACO-PI-R), career roles, perceived person-role fit, attraction to the role and acceptance intentions.

#### **Results**

Perceived fit mediated the relationship of Extraversion with attraction to and acceptance intentions for the role of Presenter. Similar mediation effects of perceived fit were found for Emotionality and attraction for the role of Director.

#### **Limitations**

A small and student sample limits generalizability of the results.

#### **Research/Practical Implications**

This study focuses on a core element of recruitment, attracting the right person for the right role. The results imply that an organization can create a 'fitting' applicant pool by advertising the roles for which they are hiring. Fewer but better suited applicants would be screened thereby organizational resources would be efficiently used. Fit research has ranged from the vocation level to the dyadic level but hardly any studies have looked at the role level. Researchers and practitioners are increasingly becoming conscious of boundary-less careers thus drawing attention to the 'roles' that employees undertake in their careers.

#### **Originality/Value**

The originality lies in examining fit at the role level and combining it with personality, attraction, and job acceptance intentions. This corresponds to the attraction-selection phase of Schneider's Attraction-Selection-Attrition model.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Field and Experimental Research**

Th-OR-S13-4

**Empirical studies in W&OP in Brazil: A paradigmatic analysis**

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**Content: Purpose:** This paper presents a paradigmatic analysis of the literature in work and organizational psychology produced in Brazil, based on Burrell and Morgan's model (1979). Five research themes were selected, including one traditional theme (learning), two recent themes (organizational citizenship, and organizational justice), and two themes that have been extensively studied in the last 10 years (commitment, and socialization).

**Design/Methodology:** From a total of 49 peer-review top tier Brazilian journals, in Psychology, Business Administration, and Education, we selected 276 articles published between 2004 and 2014 on at least one of the themes. These articles were classified with respect to the model: functionalist, interpretive, radical humanist, and radical change, including the possibility of inter-paradigmatic ratings.

**Results:** The functionalist or the interpretative paradigms predominate, but there are also inter-paradigmatic papers, which indicate the epistemological plurality in this field. More established themes show more paradigmatic diversity in comparison to recent themes, which predominantly follow a functionalist paradigm.

**Limitations:** This selection of themes may not be representative of the overall production in this field, so future studies on other themes are needed.

**Research/Practical Implications:** Burrell and Morgan's model was applicable to paradigmatic analysis of these empirical studies; nevertheless, findings corroborate criticism of the assumptions of exclusivity between paradigms, evidenced by the inter-paradigmatic papers. Results also allow questioning the awareness of researchers on their (inter-)paradigmatic positions.

**Originality/Value:** This study, by including six themes, contributes to a better picture of the paradigmatic developments of research in W&OP, since most paradigmatic studies focus on single topics.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Economic psychology, consumer behavior and marketing*

*Financial decision making*

Fr-OR-S104-4

**Being in the Present Promotes Financial Altruism: Mindfulness and Generosity Towards Present Versus Future Others**

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**Content:** Mindfulness originally came from Buddhism, which, like all religions, encourages altruism. However, the forms that mindfulness teachings have taken in the workplace are usually disconnected from moral or altruistic considerations (Purser & Milillo, 2015) due to the need to separate sacred and secular institutions in Western societies (Kucinskis, 2014). The present research sought to answer the question of what the relationship is between the secular form of mindfulness – on the trait and state levels – and financial altruism towards present and future others. Specifically, we investigated whether people who are high in trait mindfulness (using the Philadelphia mindfulness scale: Cardaciotto et al., 2008), not necessarily due to training, are more inclined to be altruistic with money and, if so, to whom. We also investigated whether manipulated state mindfulness, induced by 15 minutes of a focused breathing meditation (using the recording from Hafenbrack, Kinias, & Barsade, 2014), influences financial altruism. In addition, we not only investigated prosocial behaviors that benefit others in the present, as most current research does, but we also investigated prosocial behaviors that have beneficial consequences for others in the future, similar to intergenerational decision making. Across two studies using a behavioral measure of financial altruism (from Tost, Wade-Benzoni, & Johnson, 2015), we found converging evidence that links both trait and state mindfulness with increased altruism to present others but not to future others. Interestingly, the present moment awareness factor of the trait mindfulness scale was significantly positively correlated with altruism towards present others, but the acceptance factor of the trait mindfulness scale was marginally negatively related to altruism towards present others. We interpret these findings to suggest that even though secular mindfulness does not specifically encourage altruism, the psychological state of mindfulness is related to and can increase financial altruism. That the effect was only observed towards present others but not towards future others and that the present moment awareness factor was more strongly correlated with altruism than the acceptance factor suggests present moment temporal focus is a key mechanism of these findings. This also may tentatively suggest that manipulated state mindfulness more easily induces present moment awareness than it does nonjudgmental acceptance.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Flexible work hours*

Fr-OR-S102-2

**Daily Time-Spatial Job Crafting and Media Job Crafting  
as Means to Exploit Time-Spatial Flexibility**

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**Content: Purpose**

Prior scholarly work has demonstrated opposing effects of time-spatial flexibility on work outcomes and work-life balance; yet remained mute about how employees can exploits the benefits of time-spatial flexibility. In this study, we propose that time-spatial and media job crafting—two context-dependent types of job crafting— can be seen as tool to achieve this.

**Design/Methodology**

We tested our hypotheses using a diary study over 5 workdays among 56 employees (265 observations) working for a research institute in the Netherlands.

**Results**

Daily media job crafting is positively related to employees' daily performance and work-life balance. Daily time-spatial job only shows a significant positive relationship with daily work engagement. We also find that the effects of daily time-spatial job crafting and daily media job crafting to be more pronounced when combined.

**Limitations**

The temporal order of the variables could not be established as all daily questions were assessed at the end of the working day.

**Research/Practical Implications**

Our study extends the job crafting literature to the context of time-spatial flexibility. Our research has important implications for practices as it shows employees a way how to better handle time-spatial flexibility.

**Originality/Value**

Previous research on job crafting has substantially left unexplored how job crafting is related to contextual aspects of work such as the time and spatial dimensions of work and the usage of communication media.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employment relations**

**Flexible work hours**

Fr-OR-S102-3

**Effects of New Ways of Working on work hours and work location, health and job-related outcomes**

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**Content: Purpose:** New Ways of Working (NWW) is a type of work organisation characterized by temporal and spatial flexibility, often combined with extensive use of ICT and performance based management. Despite its popularity, no intervention studies assessed its effects on job or employee outcomes.

**Design/Methodology:** In a three wave intervention study, we examined the effects of NWW on both the organization of work (changes in control over time and place of work; working hours and work location; and other key job characteristics), and on employees' outcomes (work-nonwork balance; health and well-being; and job-related outcomes). We applied a quasi-experimental design within a large Dutch financial company (N = 2,912). We studied an intervention group (n=2,391) and made comparisons with a reference group (n=521) on three study waves: i) one/two months before, and ii) 4 months and iii) 10 months after implementation of NWW.

**Results:** Repeated measures analyses of covariance (with  $n[\text{intervention}] = 361$  and  $n[\text{reference}] = 80$  participants) showed a large and significant shift from hours worked at the office to hours worked at home after implementation of NWW. Psychosocial work-characteristics, and most well-being indicators remained favourable and largely unaffected. However, the health score in the intervention group decreased.

**Limitations:** Selection into intervention or reference group was not randomized.

**Research/Practical Implications** These findings suggest that the implementation of NWW does not necessarily lead to changes in psychosocial work characteristics, well-being or job-related outcomes.

**Originality/Value:** NWW are widely implemented, but no thorough intervention study has yet statistically examined its effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Flexible work hours***

Fr-OR-S102-1

**Reducing Working Hours: When is it Good and Bad?**

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**Content:**

Reducing Working Hours: When is it Good and Bad?

**Purpose:** Driven by on-going financial crises, organizations have started to offer their employees "reduced working hours". Despite the growing prevalence of this flexible work practice (FWP), little is known whether employees and organizations benefit from it and under which conditions the effects of adopting a reduced working hours policy are observed. The aim of this study is to explore the contextual conditions that strengthen and weaken employee outcomes relevant for employees (affective commitment) and organizations (manager rated work performance).

**Design:** The Work Employment Relations Survey 2011 (Britain) is used to explore the deteriorating effects of perceived hindering work demands and the strengthening effects of managers' communication ability in the relationship between reduced working hours and employee outcomes.

**Results:** Findings from multilevel analyses (N= 19.444 employees nested in 455 workplaces) supported our proposed model.

**Contributions:** This research provides a broader picture regarding the effects of a unique form of FWP and complements research which emphasizes the role of line managers in effectively translating the effects of certain HR practices relevant for employees and organizations.

**Practical Implications:** Organizations can adopt policies to encourage supportive and open communication between employees and managers. Caution is also needed in designing jobs; as hindering job demands such as time pressure and overload rule out the positive effects of reduced working hours.

**Limitations:** Cross-sectional design and single-country nature of this data are limitations that deserve note.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***  
***Founding success and business success***

Fr-OR-S63-4

**Affect and entrepreneurial performance: a meta-analysis**

O. C. Fodor\*, S. Pinteá

**Content: Purpose**

Affective experiences are increasingly being acknowledged as important drivers of performance in organizational settings (Barsade & Gibson, 2007), in general, and of entrepreneurial success, in particular (Baron, Tang & Hmielesky, 2011), via their impact on cognitive and motivational processes that support organizational behavior.

It has been argued that entrepreneurship is even more emotionally laden as compared to other organizational processes and settings (Baron 1998) and research has proliferated in this area. However, to our knowledge, there was no attempt to quantitatively integrate these results. This paper aims to shed light over the magnitude of the relation between affective experiences and entrepreneurial performance. Second, it tests the differential impact of positive versus negative affective experiences over entrepreneurial performance, while also exploring the contextual and methodological contingencies that might condition their influence

**Design/ Methodology**

Analyses were conducted on 15 studies (N=3368) by using Comprehensive Meta-Analysis software, version 2.2.050 (Biostat Inc., Englewood, NJ, USA). All analyses were based on a random effects model.

**Results**

Our findings show that the relation between affect and entrepreneurial performance is not that strong. In particular, there is a positive relation between positive affect and entrepreneurial performance ( $r=0.17$ ,  $CI_{95}=[0.06, 0.29]$ ,  $p<.01$ ), moderated by sample characteristics (the relation is stronger for women entrepreneurs, less educated and younger entrepreneurs). Other moderators pertaining to affect characteristics and type of outcome (individual vs. company) did not have a significant effect. The correlation between negative affect and entrepreneurial performance is not statistically significant.

**Limitations**

The meta-analysis included a rather limited sample of studies, cross-sectional as a design, therefore conclusions with respect to the impact of affect on entrepreneurial performance should be made with caution.

**Research/Practical Implications**

The results have direct implications for the design of future studies in this area of research.

**Originality/Value**

First meta-analysis on the relation between affect and entrepreneurial performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Globalization***

Sa-OR-S129-2

## **Which cultures are easier for expatriates to adjust? Host country work-related values and adjustment difficulty**

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### **Content:**

#### **Purpose**

Researchers interested in the effect of culture on expatriate adjustment mostly studied the effect of cultural novelty on expatriate adjustment (e.g., Black & Stephens, Selmer 2007). Their results were inconsistent: some reporting a significant negative effect whereas others reporting no effect of cultural novelty. I argue that, in addition to cultural novelty and adjustment level, researchers need to focus on host culture characteristics and adjustment difficulty to have a complete understanding of the effect of culture on expatriates' adjustment experience. I measured the difficulty expatriates experience when they adjusting to their host country and studied if expatriates experience less adjustment difficulty in adjusting to host cultures high on indulgence and low on power distance and uncertainty avoidance.

#### **Design/Methodology**

Data from 535 expatriates-collected through online survey-were analyzed using regression and moderation analyses. I used home countries' work-related values as moderating variables.

#### **Results**

Results supported most of the proposed hypotheses even after controlling for host countries' human development and social progress indexes and purchase power per capita. Almost all significant effects were main effects of host-country.

#### **Limitations**

The study was cross-sectional and adjustment difficulty was measured by one-item-scale (one item for each adjustment dimensions: general, interaction, and work).

#### **Research/Practical Implications**

These results imply that it is much difficult to adjust to some host cultures and organizations should provide expatriates who are assigned to these cultures with extra training, resources, and help.

#### **Originality/Value**

To my knowledge, this study is the first to examine the effect of host culture characteristics on adjustment difficulty.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Teams and workgroups***

### ***Group and team processes***

Fr-OR-S88-2

#### **How to measure Group development? A validation study in two countries**

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#### **Content: Purpose**

Organizations rely on teams to confront challenges such as complexity. To guarantee international competitiveness, German companies need to identify under which circumstances teams are working successfully. Assessing group development, a key predictor of team effectiveness, is relevant in human resources development. Valid instruments to be used in diverse cultural contexts are missing. We validated the German version of the Spanish Group Development Questionnaire (GD) comparing factor structures.

**Design/Methodology.** The German GD questionnaire answered 501 team members and 104 team leaders from one organization, the Spanish GD 4099 participants from 13 organizations. We analyzed psychometric characteristics and factor structure for both versions.

**Results.** Confirmatory factor analysis ( $\chi^2/df=1.96$  with  $p=.01$ ,  $TLI=0.99$ ;  $RMSEA=0.04$ ) approved the Spanish single factor structure (49% of variance). Results showed good internal consistency (German GD  $\alpha=.87$ ; Spanish GD  $\alpha=.85$ ) as well as convergent ( $r_{GD\_German; TCL\_Mutual\ Trust}=.76$ ,  $p<.01$ ;  $r_{GD\_spanish; entitativity}=.77$ ,  $p<.01$ ), discriminant ( $r_{GD\_German; TCL\_Democracy}=.23$ ,  $p<.01$ ) and criterionbased validity (predicting group performance:  $r^2=.40$ ,  $p<.001$  and quality of ideas:  $r^2=.17$ ,  $p<.001$ ).

**Limitations.** The German sample consists of one big research company meanwhile the Spanish one is composed by several organizations and diverse sectors. It remains to test the German version in diverse organizations and sectors to see how much these results can be generalized.

**Research/Practical Implications.** Results indicated that the German GD, being a psychometrically sound measure can be recommended for use in German samples.

**Originality/Value** To our knowledge, this is the first study that systematically validated a group development instrument in two culturally different countries.

**Disclosure of Interest:** None Declared

**Keywords:** None

## PERSONALITY, TEAM FUNCTIONING AND -SATISFACTION IN NAVAL HELICOPTER CREWS

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**Content:** It was the purpose of the present study to examine the connection between naval helicopter crew member personality on the one hand and satisfaction and team potency as an indicator of team functioning on the other. Respondents were members of 67 two-person crews consisting of a pilot and a navigator completing full mission training flights on a high-fidelity lynx helicopter simulator. Questionnaire were filled in both pre-mission (personality) and postmission (satisfaction and team potency). In order to avoid same-method contamination, a multi-respondent-multi-response design was adopted in addition to a same-respondent design. Correlation and multiple regression analysis were employed. Pilot and navigator are supposed to work on an equal, shared leadership basis, each member taking the lead dependent upon the task at hand. However, because flying the aircraft was the dominant task in the training mission investigated, according to status generalisation theory and practical experience, pilots can be expected to influence the navigator more than the other way round. The big five factors most relevant for team cooperation are, according to Mount et al, (1998) stability, agreeableness and conscientiousness. The pilot's self-ratings on these factors were related significantly to navigator's ratings of team potency, correlations ranging from  $r=.20$  to  $.30$ . Navigator's self-ratings of the same personality factors, in contrast, were not related to pilot's ratings of team potency, ranging from almost zero to  $.11$ . The personality-potency connections could not be explained by mutual relations with satisfaction, as multiple regression analyses showed. The results highlight the importance of the examination of the interplay of personality and task- and influence structures, not only in traditional jobs but also in shared leadership teams. Consequences for team training and coaching are to be discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-OR-S88-3

**On the differential Impacts of Quality and Quantity in Reflection on Team Performance and Strain**

M. Oldeweme\*, K.-P. Otte, U. Konradt

**Content: Purpose**

Due to the lack of a valid measure, the literature of quantity versus quality of team reflection is still scarce. Also, emotional emergent states (e.g., strain) have rarely been related to reflexivity research. We used a new measure to examine differential impacts of quantity versus quality of team reflection on team performance and strain.

**Design/Methodology**

In a laboratory study, 46 student teams (three members) performed a complex decision-making task based on the exchange on information within a hidden profile paradigm. Using a repeated measures design, performance, quality/quantity of reflection, and strain were repeatedly measured after each of three rounds.

**Results**

A structural equation model revealed positive relationships of the quality of reflection and a negative relationship of the quantity of reflection with team performance at earlier stages, which in turn was related to higher performance and lower strain at later stages. Low quality of reflection was related to higher strain at earlier stages, which in turn was related to higher performance at later stages.

**Limitations**

Generalization of the findings to organizational teams could be restricted because data were collected in student teams using a laboratory setting.

**Research/Practical Implications**

Results suggest that quality and quantity of team reflection is crucial for early future team performance, while low quality of team reflection is important for strain during the entire team development process.

**Originality/Value**

This study examines for the first time differential effects of quantity versus quality of team reflection and their relationship to team outcomes and emotional emergent states across time.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-OR-S88-6

**Evaluation of a team coaching approach in health care**

M. Körner\*, L. Luzay, S. Becker, L. Zimmermann, C. Müller

**Content: Background:** Positive evaluation results for team interventions in health care are available. However there is a lack of evidence-based team interventions for interprofessional teams in health care in Germany. Therefore the aim of the study was to evaluate a team coaching approach for interprofessional teams in health care.

**Methods:** A multi-centre cluster-randomized controlled study was conducted in ten rehabilitation clinics. Data were collected with a staff survey before (t1) and after (t2) the implementations of the team coaching approach. Outcome criteria were several aspects of teamwork, e.g. team leadership, team organization, problems with knowledge integration, objective orientation, task accomplishment, cohesion and willingness to accept responsibility. For the data analysis a multivariate analysis of variance (MANOVA) were applied.

**Results:** Eight out of ten clinics were included in the analysis. In total, 890 (t1)/ 633 (t2) staff questionnaires were sent to these eight clinics, of which 317 (t1)/ 226 (t2) were completed (rate of response: 37% (t1)/ 36% (t2)). Data analysis showed a significant interaction effect of time and group (  $F(\text{time} \times \text{group}) (7,337) = 2.48, p = .017, \eta^2 = .049$ ). There were significant differences between the control and intervention group over time for team organization, problems with knowledge integration and willingness to accept responsibility.

**Discussion:** The implementation of the team coaching approach results in small improvements in several dimensions of teamwork. The effects were mainly arise in the dimensions of teamwork which were the issues of team coaching in the clinics, e.g. organization of team meetings, the discussion of roles and responsibilities and the optimal exchange of patient-related information. The concept is the first systematically evaluated team coaching approach in health care in Germany. Further evaluation studies should focus on facilitators and barriers of the implementation process.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***  
***Group and team processes***

Fr-OR-S88-1

**Creating and Sustaining Virtual Teamwork Effectiveness: An Examination of Leveraged Paradoxes**

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**Content:** Virtual teams are increasingly used in the workplace as a method to handle work that is complex, dynamic, urgent, and global. Despite their advantages, the lack of face-to-face interaction and constant reliance on technology creates unique challenges for virtual teams. Some researchers have approached virtual teams' challenges as more than mere problems with single solutions, suggesting that understanding virtual teams requires acknowledging fundamental paradoxes inherent in working virtually. This research study examines paradoxes associated with the challenges of physical presence, processes and schedules, multiple stakeholders, task and relationships, trust, and communication. This study utilizes a pretest-posttest quasi-experimental research design. Surveys were administered to all team members and the team leaders twice, approximately six months apart. 141 teams were recruited from 56 for-profit, non-profit, and government organizations from a wide variety of industries. Preliminary analyses confirmed some of our anticipated findings. There were strong positive relationships between the teamwork paradox and all team outcomes (i.e., *team performance*,  $\beta = .29$ ,  $p < .01$ ; *team viability*,  $\beta = .61$ ,  $p < .001$ ; *team satisfaction*,  $\beta = .67$ ,  $p < .001$ ). None of the *team diversity* variables or *physical distance* variables were significantly related to the teamwork polarity. Attrition of teams over time reduces the power of the study to detect difference among the treatment groups. Findings from the study will help inform team interventions and team coaching practice, as well as providing organizations with guidelines to create and support successful virtual teaming over time. This study contributes to the field as research specific to virtual teams' paradoxes is very limited.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Group and team processes***

Sa-OR-S132-4

#### **Antecedents and consequences of collective psychological ownership: the validation of a conceptual model**

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#### **Content: Purpose**

It is important to study employee feelings toward not only to the teams they belong to, but also to products they collectively produce, defined by Pierce and Jussila (2010) as Collective Psychological Ownership (CPO). In this research, we use several methods to study key antecedents and consequences of CPO.

#### **Method**

In study 1, via a psychometric validation we test the conceptual structure of three collective ownership activating experiences proposed by Pierce and Jussila (2010) - investment, control and intimate knowledge – using interviews, exploratory factor analysis, and confirmatory factor analysis. Then in two multi-wave studies, we examine the relationship between these three drivers of CPO, CPO itself, and several positive team outcomes (e.g., intentions to champion work product).

#### **Results**

Results support a three-factor structure for ownership activating experiences (Study 1). Additionally, CPO mediates the relationship between investment, knowledge and positive team outcomes, including perceptions of effectiveness regarding the team, (low) turnover intentions, and intentions to champion the shared work product (Study 2)

#### **Limitations**

The impact of CPO on objective measures of team effectiveness remains to be tested.

#### **Research/Practical Implications**

Attachment to the teamwork output can be an enduring source of employee identity and efficacy, especially when memberships in teams is constantly changing. Increasing team members' feelings of ownership toward the projects they work on can positively impact individual motivation, team satisfaction and identification, and the collective work products.

#### **Originality/Value**

This is among the first research to empirically investigate antecedents of CPO, and its impact on team outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

Fr-OR-S88-5

**The Effect of Leadership and Collective Implementation Intentions on Team Performance in a Hidden Profile Task**

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**Content:** The long-held view in team research that leaders improve team performance has recently been questioned by new research suggesting that self-managed teams (i.e., teams without a leader) may be as effective. We argue that self-managed teams may require self-regulation strategies to perform well. Accordingly, we investigate the combined effects of leadership and collective implementation intentions, a highly effective self-regulatory strategy, on team performance in a hidden profile task.

Student teams were randomly assigned to a 2 (collective implementation intention: yes vs. no) x 2 (team type: leader vs. self-managed) experimental. A trained confederate acted as a transactional leader (leadership condition) or an assistant (self-managed team condition). Half of the teams in each of these conditions then formed collective implementation intentions known to improve team performance; the other half of the teams formed less effective, similar control plans. The teams attempted to find the best job applicant in a hidden profile task. All participants filled out the Multifactor Leadership Questionnaire as a manipulation check.

The preliminary results of a pilot study (sixteen teams) indicate that teams with a leader outperform teams without a leader and the leadership manipulation is working. Also, participants in the implementation intentions condition remembered more information than participants who only formed goal intentions. Data collection with 112 teams is currently ongoing.

The implication of the study is that if teams apply the right self-regulation strategy and those who have a designated leader they can outperform self-managed teams without a self-regulation strategy. This points to ways of improving team decision-making in practical settings.

This study seeks to integrate motivation science with organizational psychology.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety*

*Human error and accidents*

Fr-OR-S85-1

**Predicting Safety Behaviour: Development and Validation of the Hazard Awareness Test (HAT)**

C. Burt\*

**Content: Purpose:** Numerous jobs involve the need to manage safety. In order to achieve this objective it is desirable to recruit employees who have the competencies to ensure workplace safety. Many decades of research have delivered numerous recruitment and selection tools which can be used to measure a vast array of knowledge, skills and abilities. However, glaringly absent are measures which objectively measure competencies directly related to safety, such as hazard awareness. Furthermore, most of the employee selection measures which have been developed to measure safety (e.g., clusters of structured interview questions) are very vulnerable to response biases, such as social desirability and impression management. Other safety measures based on personality profiling are also questionable in their claim of an ability to predict safety outcomes.

**Design/Methodology:** This paper discusses the development of the Hazard Awareness Test (HAT) which is an online objective safety test which requires no language skills, avoids response bias, and can not be faked.

**Results:** Completion of the HAT takes on average 18 minutes (N=249). Over 4 studies the HAT has shown very good criterion related validity.

**Research/Practical Implications:** The HAT offers organizations a quick and valid means of measuring job applicant's hazard awareness.

**Originality/Value:** The HAT is a unique measure, and has the potential to improve safety management and reduce human error in the workplace. HAT demonstrates the value of adopting gamification as a means of measuring important safety related competencies.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Occupational and organizational safety***

***Human error and accidents***

Fr-OR-S85-2

**Individual and contextual factors influencing learning from errors in insurance companies**

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<sup>1</sup>Institute of Educational Science, University of Regensburg, Regensburg, Germany

**Content: Purpose**

The goal of this study is to identify relevant individual and contextual factors influencing learning from errors at work.

**Design**

We conducted a cross sectional survey in the insurance industry ( $N=171$ ). Insurance agents' engagement in social learning activities was measured by scales on their general / specific cause analysis and development of new strategies. We also measured relevance for learning, emotional strain, motivational tendency to cover up errors and perceived safe team climate. We carried out descriptive statistics and structural equation modeling.

**Results**

Our model shows an acceptable fit to the data ( $\chi^2/df = 1.59$ ; SRMR = .08; CFI = .90; RMSEA = .05, 90% CI .05-.08). Our results show that error strain influences safe team climate significant negatively ( $\beta = -.28$ ). Safe team climate significantly influences the tendency to cover up error in a negative way ( $\beta = -.49$ ). The engagement in social learning activities is influenced positively by the estimation of an error as chance for learning ( $\beta = .14$ ) and negatively by the tendency to cover up errors ( $\beta = -.30$ ).

**Limitations**

Limitations of our study are that we had a relatively small sample size and participants are working in different insurance companies and by this are facing different organizational circumstances.

**Research/ Practical implications**

Implications of our results concern the importance of error friendly climate in organizations that allows employees to openly address errors and to discuss critical situations.

**Originality / Value**

As a replication study this paper contributes to the generalization of results by transferring a model of learning from errors in the domain of insurance industry.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Technology, work-design and human-machine-systems*

*Human factors and ergonomics*

Fr-OR-S85-5

## **The Potential of Online and Mobile Communications in Emergency Management: A Human Factors Perspective**

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### **Content: Purpose**

This paper reports the Human Factors (HF) identified from the SOTERIA FP-7 project, which addresses the use of online and mobile communication in emergencies. Information is a precious resource for emergency services. Until recently the emergency services have primarily relied upon traditional forms of communication (phone, radio, etc.). However, emerging communication technologies can support the collection, analysis, and dissemination of information across emergency management systems, resulting in an enhanced situation awareness. Identifying HF issues can support the successful implementation of new communication technologies in emergency management systems.

### **Design/Methodology**

An ethnographic approach was undertaken with members of the European emergency services. This approach employed several methods including interview, observation, and document review.

### **Results**

Several HF issues were identified at the individual level, team level, intra-organisational level, and inter-organisational level. Emergency services personnel acknowledge that they are not capitalising on new communication capabilities; but it is also evident that they are extremely cautious about communications and how they utilise information. By addressing the HF issues identified here, steps can be taken to realise the potential of online and mobile communications in emergency management.

### **Limitations**

The findings discussed may need to be calibrated to specific emergency management organisations.

### **Practical/Research Implications**

The findings of this research highlight the critical role for HF in emergency management, specifically concerning communication and information management. Importantly, it emphasises the potential for change in complex socio-technical systems.

### **Originality/Value**

This research extends previous studies of HF in emergency management by examining communications in the broader context of emergency management.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Technology, work-design and human-machine-systems***

***Human factors and ergonomics***

Fr-OR-S85-4

**Airmanship definition and implications for pilot training change in Australia**

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**Content:** Purpose

Airmanship is considered to play a crucial role in maintaining safe flight, but the understanding of airmanship varies widely. Kern (1997) promotes a redefinition of airmanship that emphasises discipline as a foundation, with various forms of skill and knowledge supporting situation awareness and judgement which then lead to airmanship. However this model was not presented with any empirical support. We propose that asking pilots about airmanship will provide a more informative and useful range of components that contribute to airmanship.

**Methodology**

An online survey was completed by 83 pilot participants and interviews were conducted with 39 flying instructors and trainers. These sources provided responses to open-ended questions about the definition of airmanship and inclusion of airmanship in training experiences. We used NVivo 10 to conduct a deductive content analysis of the responses, identifying major themes which combined into conceptual domains of airmanship.

**Results**

Six domains were determined covering knowledge, personal attributes, preparation, technical skills, non-technical skills and the context within which airmanship develops and is expressed.

**Limitations**

We only asked Australian pilots to participate and pilots from different national training systems may have different ideas. Participants were aware that the survey was being conducted through a School of Psychology which may have cued them to emphasise non-technical skills.

**Research/Practical implications**

Use of an explicit airmanship model in ab-initio training may improve understanding of airmanship among pilots.

**Originality/Value**

This study presents a useable model for the integration of airmanship within the training syllabus for pilots.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Increasing collaborative conflict resolution by using light: The role of interdependent self-construal and social dominance orientation**

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**Content:**

**Purpose**

How can physical elements of the workspace, especially light, facilitate conflict resolution? Previous research does not provide clear answers about optimal lighting conditions in conflict situations. Moreover, potential moderators and mediators have been scarcely investigated. Based on previous research, we assumed that only self-oriented individuals would benefit from dim warm light due to the activation of interdependent self-construal, which should in turn lead to a preference for collaborative conflict resolution strategies. Overall, we hypothesized a first-stage moderated mediation.

**Design/Methodology**

In two laboratory studies (N = 105, N = 152), illumination was manipulated in terms of brightness (bright vs. dim) and warmth (warm vs. cold). Participants were exposed to one of four lighting conditions and assessed their situative self-construal and preferred conflict styles in a scenario. Before the session, the traits social dominance orientation (study 1 and 2) and trait interdependent self-construal (study 2) were measured, representing self-orientation in each study.

**Results**

Moderated mediation analyses supported all hypotheses.

**Limitations**

Conflict resolution was measured with questionnaires covering different conflict resolution strategies, but we did not observe actual behavior.

**Research/Practical Implications**

The present research helps to explain previous mixed findings in the research of the impact of lighting on conflict resolution, and provides practical implications for the design of workspaces in which collaboration is important.

**Originality/Value**

To our knowledge, the present research is the first to shed light on the underlying processes between the effects of lighting on conflict resolution, while taking into account moderating individual differences in these relations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Global Issues***

***Influencing policy***

Th-OR-S48-4

**The Impact of Work and Organizational Psychology at the United Nations**

G. Latham\*, L. Saari, L. Foster, I. McWha-Hermann

**Main Abstract Content:** Division 1 of IAAP and SIOP have been involved with the United Nations connecting work-organizational psychology to women's issues. There is now an area within the UN specifically focused on issues for women and girls. As well, for many decades there have been annual meetings of the UN Commission on the Status of Women focused on advancing women globally. The panel will talk about these initiatives and how work-organizational psychology can help. Examples of recent efforts include submission of written statements and leading a panel of work-organizational psychologists in a session at the annual Commission on the Status of Women conference. The theme of the panel was on how work-organizational psychology research and evidence-based practice can help address issues related to women and work as part of UN initiatives, including themes of workplace discrimination, stereotyping, and decent work. The symposium will conclude with suggestions on ways EAWOP can become involved.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Inter-group relations at work***

Sa-OR-S113-1

**GROUP IDENTIFICATION TO PERFORM THE “GOOD FAITH” EMOTIONAL LABOR IN WORKPLACE CONFLICT VS. NON-CONFLICT SITUATIONS**

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**Content:** Purpose: the aim of this study is to analyse the use of strategies of emotional labor, deep acting (also named “good faith”) and surface acting (also named “bad faith”), in workplace intergroup conflict vs. non-conflict situations and the role that group identification plays in this relationship.

Design/Methodology: 136 participants joined in this experiment who were grouped in triads in order to face an intergroup task. While half of the groups had to face a workplace conflict situation against other group, the other half of the groups face a workplace intergroup non-conflict task.

Results: T test showed that participants involved in a conflict situation performed more emotional labor strategies than those that were in a non-conflict situation. Moreover, multiple regression analyses showed that high levels of group identification relates with higher levels of deep acting but with low levels of surface acting. In addition, group identification boosts deep acting strategies when there is no conflict.

Research/Practical Implications. Results help to get a better understanding of the role of emotional regulation in different intergroup relationships. They also go in the line of Social Identification Theory and it advances in the knowledge of managing emotions when workplace intergroup relationships are produced.

Originality/Value. This study provides specific results about how group identification with the group can help to select deep acting, which is characterized such as the best strategy in terms of performance and workers’ health, to deal with their emotions when they have to interact with other group of colleagues.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Inter-group relations at work***

Sa-OR-S113-2

**THE RELATIONSHIP BETWEEN INTERGROUP CONFLICT MANAGEMENT STRATEGIES AND SERVICE QUALITY IN NON PROFIT ORGANIZATIONS**

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**Content:** Purpose: Using samples extracted from organizations for individuals with intellectual disability, this study aims to analyse how the shared use of positive conflict management strategies by employees and customers (i.e. family members) relate with service quality (i.e. relational or functional).

Design/Methodology: 99 groups of both employees and family members participated in the study (684 employees and 531 family members). Data were aggregated in groups of employees and family members. After that, we calculated intergroup indicators regarding the use of conflict management strategies. They included level and agreement (mutuality) between employees and family members.

Results: Multilevel analyses showed that shared perceptions of problem solving, compromising and yielding positively relate to functional service quality perceived by family members, after controlling for individual perceptions.

Research/Practical Implications. Results suggested that it is not enough to consider individual perceptions of conflict management strategies to understand reactions in terms of service quality. In fact, this study corroborates that when employees and family members perceive a shared use of positive strategies at the intergroup level, service quality improves.

Originality/Value. This study takes into consideration both level and agreement between both sides of intergroup relations. The intergroup level is necessary to examine a positive context for the management of conflicts where both sides are considered simultaneously.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Inter-group relations at work***

Sa-OR-S113-3

#### **Optimizing team boundary spanning for team performance and team creativity**

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#### **Content: Purpose**

Teams' efforts to build and maintain work relationship with other teams in the organization (i.e., "boundary spanning") have been associated with numerous beneficial outcomes. At the same time, however, boundary spanning represents a tedious process that requires teams to allocate much of their scarce time towards interacting with outsiders at the expense of within-team tasks. If managed incorrectly, boundary spanning can thus interfere with internal team operations. In this article we examine how a team may avoid such problems by using a single member to execute the bulk of the team's external activities. Specifically, we argue that teams may increase their performance and creativity by concentrating boundary-spanning roles. We further hypothesize that it may only be feasible to concentrate boundary spanning when a team exhibits strong internal coordination. Internal coordination may ensure that members executing most of the team's boundary spanning receive the necessary support for effectively connecting the team with external constituents.

#### **Design/Methodology**

We used a multi-source survey and collected data from teams' members and supervisors.

#### **Results**

Regression analyses showed that the relationships between boundary spanning concentration and team outcomes (performance and creativity) were contingent on teams' internal coordination.

#### **Limitations**

Future research is necessary to determine if this study's findings generalize to other settings.

#### **Research/Practical Implications**

Our research helps teams to structure their external activities so that boundary spanning's complexities are overcome and its benefits are realized.

#### **Originality/Value**

This study adds value by showing how teams' structuring of internal and external activities can shape boundary spanning's implications.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee Selection***

***Job analysis and competency modeling***

Fr-OR-S104-5

**A competency model for performance auditors: More collaboration than contestation**

J. Sweeney\*

**Content: PURPOSE**

Public sector performance auditors engage daily in the difficult task of assessing, judging, reporting and advising government departments and agencies in their management of large-scale programmes and projects. The study sought to answer the question: What are the specific knowledge, skills and attitudes required of these auditors that make them distinctive.

**DESIGN/METHODOLOGY**

A case study was conducted which included empirical surveys of 175 professional performance auditors in five audit organisations on three continents, semi-structured interviews of subject matter experts, and documentary analysis. The evidence was analysed using factor analysis and triangulation of data sources.

**RESULTS**

A five factor competency model was identified broken into its composite attributes and classified across 15 dimensions. The model was distinctive by the emphasis it placed on the balancing auditors' professional judgement with the auditee's understanding; the important role played by auditee-auditor collaboration, and the need for creativity and persuasion skills.

**LIMITATIONS**

The appreciation of contextual factors affecting the recognition of competencies was by necessity limited by the data collection methods.

**RESEARCH/PRACTICAL IMPLICATIONS**

This research provides a robust and distinctive model differentiating it from existing models for auditors and accountants. It should provide a valuable input into the selection and training of performance auditors by audit bodies.

**ORIGINALITY/VALUE**

This is believed to be the first such competency model of performance auditors from an international audit community based on a combination of quantitative and qualitative evidence.

**Keywords:** competency; performance; audit, creativity, collaboration.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Job insecurity***

Th-OR-S38-2

#### **What buffers the negative impact of job insecurity? Evidence from a three-wave survey study**

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#### **Content: Purpose**

With constant restructuring efforts becoming the rule in organizations, job insecurity rose in developed countries over the past decades. Although job insecurity has been linked to negative outcomes, the number of longitudinal studies is limited. In our study, we examine a number of moderators proposed in the literature to buffer the negative impact of job insecurity on health-related outcomes.

#### **Design/Methodology**

A three-wave survey study (N=95, three-month time lags) was conducted at a packaging site of a healthcare provider undergoing significant organizational change. Multiply imputed data were subjected to regression and moderation analyses.

#### **Results**

Psychological irritation and anxiety were most strongly affected by job insecurity. Social support by supervisors, leader-member exchange, organizational trust, and latitudes at work were found to buffer the negative impact of job insecurity.

#### **Limitations**

A participation bias could not be ruled out. Sample sizes were rather small and might imply an underestimation of effects. Since all data were gathered in one organization, generalizability of the results might be limited.

#### **Research/Practical Implications**

The study guides scholars and practitioners alike to promising approaches to mitigate the negative consequences of job insecurity. Supervisors play a vital role in this context by providing valuable resources such as social support, trust, and latitudes at work.

#### **Originality/Value**

Our study contributes longitudinal evidence to the literature. As the study was conducted during a phase of organizational change, job insecurity was a salient issue for participants.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-OR-S38-3

**The impact of Job Insecurity in Adaptive Performance via Burnout**

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**Content: Purpose** – Difficult and unpredictable times, due to economic instability, lead employees to feel high job insecurity. For organizations to survive, they have to search for innovative ways of solving problems and find creative solutions. This study focuses on the impact that job insecurity has on adaptive performance (Charbonnier-Voirin et al., 2012), a recent construct that integrates five dimensions: creativity, interpersonal adaptability, management of stress, dealing with emergencies and training effort, as mediated by burnout.

**Design** – We tested our hypotheses with a sample of 145 employees from multiple organizations that answered two surveys ( $t_1$  and  $t_2$ ), separated by a six-week time lag.

**Results** – Job insecurity was positively related to emotional exhaustion (but not disengagement) and contributed to creativity and dealing with emergencies (six weeks after), while disengagement contributed to creativity, interpersonal adaptability and training effort.

**Limitations** – Our mortality rate between  $t_1$  and  $t_2$  was rather high (43%).

**Research/practical implications** – It extends our knowledge of job insecurity and how it impairs organizations' ability to be more agile and adapt to change. It also calls our attention to the importance of dealing with job insecurity, even if it stems from external elements, such as the recent economic crisis.

**Originality/value** – It is the first study to examine how job insecurity damages organizations' adaptation capacity, as measured by adaptive performance, a key element to be sustainable in the long-term while immersed in an irregular atmosphere (Sverke et al., 2006).

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

Th-OR-S38-1

**Job insecurity and workplace stress among Chinese employees: A moderated mediation model of psychological capital**

H. Lam\*, K. Sio, R. Wang, F. Yeung, D. K.-S. Chan

**Content:** Under the Conservation of Resources (COR) framework, this time-lagged study investigated (a) the mediating role of psychological capital (PsyCap) between job insecurity and Chinese employees' stress level associated with workplace hassles and (b) the moderating role of coping strategies on the mediation. With a four-week interval, 217 Chinese employees responded to two waves of surveys. The survey assessed respondents' levels of job insecurity, PsyCap, and coping strategies at Time1. It also measured their stress levels at Time1 and Time2 towards a recent workplace hassle. Results showed that PsyCap mediated the relation between job insecurity and workplace stress at Time2. Compared to those with lower levels of insecurity, employees who found their jobs insecure reported lower PsyCap levels at Time1. They also experienced more stress towards the workplace hassles at Time2. Moreover, moderated mediation analysis revealed that the mediating role of PsyCap depended on use of coping strategies. Specifically, frequent use of maladaptive coping strategies weakened the benefits of PsyCap on employees' stress levels while use of adaptive coping did not interact with PsyCap. These findings suggest the flow of PsyCap as a mechanism for the lagged effects of job insecurity on work stress under the impact of both individual and workplace factors.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Job insecurity*

Th-OR-S38-5

**Challenge vs. Hindrance Appraisals: A Buffer or Amplifier of the Qualitative Job Insecurity - Strains Association in Iran**

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**Content: Purpose:** The first aim of this study is to replicate whether there is a positive association between qualitative job insecurity and work-related strains or not. A second aim is to determine the extent to which challenge vs. hindrance appraisals of job insecurity buffer or amplify this association. Work-related strains were divided into emotional (job satisfaction & emotional exhaustion) and behavioral strains (absenteeism & presenteeism). According to conservation of resources theory, we predict a challenge appraisal to buffer the association. Based on cognitive appraisal theory, we anticipate a hindrance appraisal to amplify this association. **Design:** Data was collected from 250 employees in a cross-sectional study. Employees were sampled from different sections of a large public hospital located in Iran. Participants completed scales on qualitative job insecurity, challenge vs. hindrance appraisals, job satisfaction and emotional exhaustion, absenteeism and presenteeism. **Results:** The results showed a positive association between job insecurity and emotional strains. Yet, job insecurity was only positively associated with one of the behavioral strains (presenteeism). The moderation tests revealed that both appraisals moderated the link between job insecurity and emotional strains, as hypothesized. Challenge appraisals buffered the association between job insecurity and absenteeism as a behavioral strain. Other interactions were not statistically significant. **Research implication:** These findings suggest that both challenge and hindrance appraisals can regulate the job insecurity-strain association. **Limitations:** Self-reported scales and sampling from public hospitals may limit the generalizability of findings. **Originality:** A challenge appraisal of job insecurity, as a personal resource, appears to have more moderating power.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Knowledge transfer***

Th-OR-S55-5

#### **The role of organizational support and acceptance of technology in sustaining Virtual Communities of Practice: a field study.**

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**Content: Purpose:** The aim of this study is to examine the influence of organizational facilitating conditions on the effectiveness of virtual communities of practice studying the mediated role of sense of community. Moreover, we analyze the acceptance of technology (perceived of usefulness and perceived ease of use) as a moderator in this relationship.

**Design/methodology/approach:** Based on a survey of 330 community members in organizations for individuals with intellectual disability who share an intranet platform to create, share, store, and use their knowledge. A moderated mediation model approach was used to investigate the research model.

**Findings:** The findings indicated that organizational facilitating conditions strength the sense of virtual community and, in turn, effectiveness and continuance intentions of its members. Perceived ease of use moderates these relationships. However, perceived of usefulness does not play a moderator role.

**Research limitations/implications:** Since this study only considered virtual communities of practice in non-profit organizations, it is unclear whether these results can be generalized to other virtual communities. Further research should examine this research model in other types of virtual communities, and also adopt a longitudinal perspective.

**Practical implications:** From a practical perspective, our findings provide insight into 1) the importance of providing organizational support to identify and fulfill the user's needs; 2) the design of the technology as a relevant factor which influences on the acceptance of technology and enhances this relationship.

**Originality/value:** This study provides a model of understanding the effectiveness of virtual communities of practice integrating knowledge management practices, technological factors (TAM theory) and psychological processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Knowledge transfer***

Th-OR-S55-6

#### **Moderated mediation model of the relationship between creativity and innovation**

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#### **Content: - Purpose**

Innovation is considered as a major force in economic growth. When implemented successfully it can be the balance pivot between prosperity and decay. And yet, even after decades of research, relatively little is known about how to foster it. Building on the interactionist model of creative behavior by Woodman, Sawyer & Griffin and social exchange theory by Blau, we hypothesized that knowledge sharing mediates the relationship between creativity and innovation. Furthermore, since knowledge sharing is a voluntary behavior, we argued that a host of moderators including work engagement, trust, social cohesion and perceived organizational support moderates it.

#### **- Design/Methodology**

To test these assumptions, we used human resource manager to administer the questionnaires to knowledge workers through the firm's internal network. 159 employees filled the questionnaire.

#### **- Results**

We used regressions and structural equation modeling to test our hypotheses. We found that knowledge sharing partially mediates the relationship between creativity and innovation.

#### **- Limitations**

Questionnaires were based on self report.

#### **- Research/Practical Implications**

This study sheds light on the relationship between creativity and innovation. The results imply that firms should advance a climate of knowledge sharing in order to maximize their creative potential.

#### **- Originality/Value**

To our knowledge, the model we proposed is the most comprehensive presented to date. This study is fertile ground for further research directions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Labor market entry***

Fr-OR-S82-3

## **Challenging the gendered segregation of work in the ICT-sector by de- and reconstruction of the professions identity discourses**

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<sup>1</sup>University of Applied Sciences and Arts Northwestern Switzerland (FHNW), Olten, Switzerland

### **Content: Purpose**

The persistence of gendered segregation of work in the ICT-sector in many European countries cannot be solely explained by unequal opportunities on the labour market or different (naturalized) interests or competences of men and women. Thus in this research it gets explored, why taking up studies or training in ICT does not appeal to women. The main goal is to find out how the identity of the ICT profession does (not) connect to female identity constructions. In a second step the analysis offers suggestions for reconstructions, so that a re-branding of a more gender inclusive identity of the professions identity can be developed.

### **Design/Methodology**

Document Analysis of 59 documents on ICT degree programs, discourse analysis on 39 group discussions and problem centred interviews, n=84.

### **Results**

Discourse analysis showed how the gendered discourses of the ICT profession are interlinked and thus form a heteronormative male image, which cannot be easily perturbed by e.g. just showing images of women.

### **Limitations**

A quantitative study should be carried out to confirm the results on a broader scope.

### **Research/Practical Implications**

It gets explained how identity constructions of the ICT profession are inherently gendered and that this gendering needs to be actively tackled on descriptions of the profession, degree programs and any promotional material on profession trainings.

### **Originality/Value**

So far reconstruction, as known in discourse analysis, has not been connected with branding to mould an impact on a certain field of practice. Also the issue of tackling the gendered segregation of work through re-branding of an identity of a profession is novel.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Labor market issues*

*Labor market entry*

Fr-OR-S82-1

### **School-to-Work Transition in the Contemporary Career: A Systematic Interdisciplinary Review**

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**Content: Purpose** – In today's dynamic world of work, young adults face unique challenges during the school-to-work transition (STWT). The purpose of this paper is (a) to develop an overarching definition of what an adaptive school-to-work transition is, and (b) to create an integrative model of antecedents and characteristics of the STWT in the contemporary career.

**Design** – We use a systematic review methodology to integrate literature on the STWT published in the fields of economics, sociology, educational sciences, and psychology since 1994.

**Results** – Preliminary findings suggest that an adaptive STWT can be defined as a smooth transition from school to the labor market, in which young adults reach at least one of several outcomes, such as high quality and quantity of employment, employability, and wellbeing. We provide an integrative model including individual, relational, and structural characteristics, and objective (i.e. quality and quantity of employment) and subjective (i.e. employability) outcomes of the STWT.

**Limitations** – Career trajectories of specific groups of students (e.g. students with disabilities) and transitions from special education to work are not part of the scope of this paper.

**Implications** – Our findings will offer important input for theory development on the STWT, and will provide insight into to how young adults can be better prepared for an adaptive STWT in the contemporary career.

**Originality** – This paper is the first to systematically review the school-to-work transition in the contemporary career using an interdisciplinary approach, and provides insight in the unique antecedents and characteristics of the STWT in the contemporary career.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**Labor market entry**

Fr-OR-S82-2

**From university to work: the role of the graduates' employability**

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**Content: Purpose.** Different models of employability have been proposed to predict graduates' job search success (i.e., Guan et al., 2014). Fugate, Kinicki and Ashforth (2004) defined employability as a psycho-social construct comprised of 3 dimensions: (i) adaptability; (ii) career identity; and (iii) human and social capital. The present study intends to test the mediational role of job search self-efficacy in the relationships between employability dimensions, perceived employability and employment status during the transition from university to work.

**Design/Methodology.** A two-wave data collection was conducted among a sample of 150 graduates of University of Bologna: at Time 1 participants provided information on employability dimensions (career identity, adaptability and social capital), job search self-efficacy and perceived employability; at Time 2 (6 months later) participants provided information on job search self-efficacy, perceived employability and employment status.

**Results.** This study shows direct and indirect effects via job search self-efficacy of employability dimensions on perceived employability and employment status.

**Limitations.** The major limitation is the use of self-report data.

**Research/Practical Implications.** The study may benefit career practitioners in developing new and improved methods to support the transition from university to work.

**Originality/Value.** The results provide support to Fugate et al.'s (2004) model, and show the significant role played by the various dimensions of employability in relation to job search and employment status.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**Labor market entry**

Fr-OR-S82-4

**Self-Determination Theory Applied to the Unfolding Process of Job Search**

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**Content:** Evidence investigating the unfolding process of job search supports the idea that individual differences influence job search effort, which in turn influences the number of interviews job seekers receive. Interestingly, though, most of this prior research has been conducted at the between-person level of analysis. As such, little is known about the unfolding process of job search at the within-person level of analysis. In this paper, we integrate self-determination theory with the unfolding process of job search to examine whether and how between-person individual differences in autonomous and controlled motivation moderate the within-person relationships between job search expectation and metacognitive strategies, which in turn influence job search effort, and ultimately the number of interview invitations. Using monthly measures from new labor market entrants, we found that autonomous motivation moderated the positive relationship between job search expectation and metacognitive strategies, such that the relationship was stronger for those higher in autonomous motivation. In turn, metacognitive strategies were positively related to job search effort, which was ultimately positively related to the number of interview invitations. This study provides insights into integrating self-determination theory to the study of the unfolding process of job search at the within-person level of analysis.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**Labor market entry**

Fr-OR-S82-5

**The Role of Co-Rumination and Social Support in Job Search: A Latent Growth modeling Approach**

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<sup>1</sup>American University, Washington, <sup>2</sup>University of Arizona, Tuscan, United States

**Content:** Searching for a job is a time consuming and stressful process during which job seekers need to maintain effort to find a job. During job search, job seekers continuously reach out to family and friends to share their experiences and seek their support (e.g., Cohen & Wills, 1985; Dewe & Guest, 1990). In this study, we examine whether and how co-rumination influences social support, and in turn influences job seekers' effort regulation. Specifically, we investigate the role of (1) average levels of co-rumination on average levels social support, and then in turn on late search effort, and (2) changes in co-rumination on changes in social support, and then in turn on late-search effort. We collected data at 3 points in time over a 3-month period, from graduating students (N = 153) who were actively searching for a job. Latent growth modeling analyses revealed that average levels of co-rumination were positively related to average levels of social support, which in turn were positively related to late-search effort (at time 3). Results also indicated that changes in co-rumination were not related to changes in social support, but that changes in social support were positive related to late-search effort. Notably, results revealed that changes in co-rumination were both directly and indirectly, via changes in social support, positively related to late-search effort. As such, our results provide key insights into the relationships among co-rumination, social support, and job search, including the importance others can have on one's job search.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Labor market entry***

Fr-OR-S87-6

## **Enablers and barriers of entrance into higher education and the labour market: A systematic review**

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### **Content: Purpose**

Effective educational systems are considered fundamental to young people's social mobility and personal development. Aiming to contribute to the debate on optimising educational systems, we reviewed literature on facilitative and preventative socio-institutional mechanisms behind young people's transitions between school, higher education and the workplace.

### **Design/Methodology**

We are conducting a systematic review of psychology, sociology, education and public policy literature (1985-2016). Our review question is: What are enablers and barriers to entrance into university/vocational institutes and/or the labour market?

### **Results**

Preliminary findings suggest that facilitators to young people's transition experiences include: advantaged socioeconomic backgrounds; the 'correct' subject choice in schools (STEM subjects enabling better access); targeted school support; specific initiatives (e.g., bridging courses); effective social networks. Barriers include: lack of financial and social support; a minority ethnic background; no graduates in the family; 'technical issues' (e.g., how to register); low self-confidence.

### **Limitations**

We focused on the last 30 years, when salient political, economic and educational changes took place in several countries. Yet, we may have missed potentially relevant pre-1985 publications. Moreover, we recognise that a different review question might have yielded different results.

### **Research/Practical Implications**

Findings will contribute to a better understanding of the social, economic and personal factors influencing students' educational and career choices, which will have implications for practice and public policy, alongside informing the academic debate on life domain transitions.

### **Originality/Value**

We believe this is the first study systematically reviewing research from various disciplines regarding enablers and barriers for young people to entering higher education/the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

Fr-OR-S101-4

**Title: Investigating Millennial workers' preferences for critical leader behaviors.**

Y. Prior\*

**Main Abstract Content:**      - · Purpose

The purpose of this study was to explore leadership behaviors meaningful to Millennial workers. Misaligned leadership behaviors can impair success for both the worker and organization; however, before effective leadership strategies could be developed, more information was needed about worker preferences.

- · Design/Methodology

A qualitative case study was conducted to explore preferences through in-depth interviews. Purposive criterion sampling was used to collect data from 13 workers, born between 1995 and 1999, with at least one year of full-time work experience. NVivo 11.0 software was used to analyze data and identify themes.

- · Results

The findings showed that Millennial workers preferred strong relations-orientated leader behaviors, specifically supporting and empowering. The findings showed workers least preferred change-orientated behavior, especially external monitoring.

- · Limitations

Participants in this study were all born between 1995-1999 and so findings might not generalize beyond this age range or beyond the participants interviewed. Further, 85% of participants were female so findings might only relate to this gender.

- · Research/Practical Implications

Leadership training for managers of young Millennial workers should focus on relationship building behaviors and should teach about monitoring change behaviors. Future research could further explore findings with quantitative inquiry or with older participants.

·Originality/Value

This research contributes to leadership behavior and Millennial research. The inductive inquiry provided thick descriptions and helped balanced the copious quantitative research in managerial literature.

Keywords: Leadership Theories; Generational Differences; Millennial; Organizational Behavior; Supportive Leadership; Strategically Leadership

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

Fr-OR-S67-3

#### **Authenticity at work: the role of leaders' attachment style**

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#### **Content: Abstract**

##### **Purpose**

Despite previous calls on expanding authenticity literature, current research is still scarce on followers' authenticity (e.g. authentic followership). Since authenticity is linked to favorable work outcomes (e.g. engagement), investigating how this can be stimulated is relevant. The current study tried to answer this call by studying the contagiousness of authentic leadership on authentic followership. Additionally, this study investigated authentic leadership's antecedents by relating leaders' attachment style to authentic leadership and authentic followership. More specifically, we hypothesized that leaders' counterdependent attachment style was negatively related to authentic followership. Finally, we hypothesized that this relationship could be mediated by authentic leadership.

##### **Design/Methodology**

Two hundred and twenty seven leader-follower dyads participated in this cross-sectional study. Hypotheses were tested in R (SEM – lavaan) and in SPSS (PROCESS macro).

##### **Results**

Results indicate that the effect of leaders' counterdependent attachment style on authentic followership was mediated by the perception of the followers on the authentic leadership style of their direct leader.

##### **Limitations**

Cross-sectional data.

##### **Research/Practical Implications**

Our results expand on the nomological network of authentic leadership, showing evidence for using attachment theory as a theoretical framework for understanding leader-follower relationships. Also, results show support for the contagiousness of authenticity between leader and follower.

##### **Originality/Value**

The novelty of this study is that it is one of the first to connect leaders' attachment style to authentic leadership. Additionally, it addresses the demand to investigate authenticity beyond the scope of leaders, showing support for the positive association between authentic leadership and authentic followership.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership and followership*

Fr-OR-S67-4

**Should I stay (home) or should I go (to work)? The effect of leaders' presenteeism on their team members**

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**Content: Purpose:** Going to work despite feeling ill is a widespread phenomenon. The 12-months prevalence rates are reported to be at 50 -70% in different countries. The costs of presenteeism have been estimated to outweigh the costs associated with absenteeism. Presenteeism has been shown to relate to production loss, errors and accidents, and to (longer) periods of absenteeism. Among others, job insecurity, time pressure, and insufficient resources have been studied as antecedents. In this study we test leaders' role in spreading a presenteeism-culture within their teams. Drawing on social-cognitive learning theory, and the trickle-down-framework, we assumed that presenteeism of leaders can be contagious. **Design:** The final sample for analyses consisted of 87 leaders and their 511 team members, who provided their ratings at two time points with a lag of eight months. Due to the nested data structure, multilevel-analysis was employed with the inclusion of the auto-regressor. **Results:** Controlling for workload, absenteeism and general health, leaders' presenteeism behavior at T1 was positively related to followers' presenteeism behavior at T2. Post-hoc moderation analyses revealed that the direct effect is very robust. Only low organizational commitment attenuated the effect. **Limitations:** We only used self-reports, but from two different sources – leaders and their matched team members. **Implications:** Presenteeism seems only at first sight a desirable behavior of employees. To promote a healthy presenteeism culture, leader-level interventions seem promising. **Originality:** To the best of our knowledge this is the first study providing evidence for leaders' presenteeism affecting their team-members' presenteeism.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Leadership and followership***

Fr-OR-S81-1

## **How dose subordinates follow their managers? The effect of leader humility and follower work engagement**

H. Ikeda\*

### **Content: Purpose**

It is well known that followers and followership are essential to leadership. However, despite there being a tremendous amount of research on leadership (Bass, 2008), until recently little attention has been paid to followership. Furthermore, less is known that how dose subordinates follow their managers. This study aims to empirically examine the factors that influence followership. Followers are involved in active engagement with the leader. Therefore, the present study focuses on leader humility (Owens et al., 2013) that improves follower work engagement and empowers followers.

### **Design/Methodology**

A survey was conducted of 1920 teachers in 64 Japanese schools. The teachers answered questions about their leader's humility (Owens et al., 2013) and their own work engagement (Shimazu, 2008) and followership (Kelley, 1992).

### **Results**

To examine this purpose, we conducted mediation analysis. The findings show that the effects of leader humility had positive relationship on two dimensions of followership—-independent thinking and active engagement. However, the positive main effect of leader humility on followership was significantly decreased, when follower work engagement was included in the regression analysis.

### **Limitations**

These findings are based on surveys conducted in schools. In order to generalize these findings, it will be necessary to survey other kinds of organizations.

### **Research/Practical Implications**

The results of this study suggest that to exhibit followership, followers need to be motivated to engage in work, and more importantly, leaders should possess a humble attitude.

### **Originality/Value**

This study identifies the function and role of leader humility as a source of followership.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

Fr-OR-S67-1

## **Reconciling organizational and professional identities: The importance of distributed leadership in a hospital merger**

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### **Content: Purpose**

Reconciling organizational and professional identities for implementing organizational changes has proved important. Distributed leadership is defined as involvement of employees in undertaking various leadership tasks. This paper investigates the relevance of distributed leadership for integrating organizational and professional identities towards better collaboration between clinicians and managers. Such collaboration is especially important for gaining widespread support of a hospital merger.

### **Design/Methodology**

We conducted a longitudinal interview study based on interviews with health professionals and managers (N=33) during and after the merger of two hospitals into one of the largest hospitals in Scandinavia.

### **Results**

Distributed leadership influenced the development of collaboration between clinicians and managers but only on a local ward level and concerning more professional leadership tasks in relation to the merger. Contrary to this, distributed leadership of primarily administrative leadership tasks was contained on the greater hospital level. This led to a conflict between clinicians and managers in regard to the allocation of resources following the merger.

### **Limitations**

It remains to be tested whether our explorative findings generalize to other hospital contexts.

### **Research/Practical Implications**

The results imply that distributed leadership plays a significant role in reconciling organizational and professional identities towards better collaboration between clinicians and managers. However, such reconciliation depends on the organizational level and type of leadership tasks being distributed.

### **Originality/Value**

To our knowledge, the study is the first to investigate opportunities for creating collaborative relationships between clinicians and managers through the distribution of leadership in times of merger.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

Fr-OR-S67-2

#### **Switching perspectives: Daily affective work events from leaders' viewpoint**

V. Gochmann\*, S. Ohly

#### **Content: Purpose**

Leader's affectivity matters: it is a central predictor of performance and has an impact on the well-being of subordinates. In the same time recent research fosters the view of subordinates as active partners in the workplace. Subordinates might influence leader's affect during interactions. Thus in this study we aim to detect antecedents of leaders' affective reactions associated to their subordinates' behaviors based on the Affective Events Theory.

#### **Design/Methodology**

41 leaders of different German firms completed a questionnaire on personality and the relationship with up to three subordinates. Subsequently, a 10-work-days diary study was conducted to investigate the relation between interactive follower-leader-events and affective reactions of the leader.

#### **Results**

Analysis of the three-level model revealed that daily interactions with the follower do influence positive as well as negative affective reactions of the leader. Additionally, effects of leader's personality and sympathy towards the followers were observed.

#### **Limitations**

This study is limited because only self-report data of leaders was obtained, which could have been influenced by memory and other biases.

#### **Research/Practical Implications**

Our results contribute to developing a more comprehensive concept for the follower-leader relationship process, where followers are considered as active partners. Also, awareness about the effects of followers' behaviors on leader could be used for stress prevention programs or coaching.

#### **Originality/Value**

This study shows first indications for a mechanism of follower affective influence on leaders beyond contagion. It applies an event approach to account for dynamics at the workplace as suggested by previous research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership and followership*

Fr-OR-S81-2

## THE RELATIONSHIP BETWEEN PERCEIVED SUPERVISOR SUPPORT AND SUBMISSIVENESS BEHAVIORS - THE MODERATOR ROLE OF PROACTIVE PERSONALITY

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### **Content: Purpose:**

Despite the acknowledgement that victimization (e.g., submissiveness behaviors) in the workplace has negative impacts on performance (e.g., psychological disengagement), little attention has been given to this phenomenon (Aquino & Lamertz, 2005). This research aims to study two antecedents of submissiveness to managers (SM): supervisor support (PSS) and employees' proactive personality (PP). We propose that PSS has a negative impact on employees' SM, through supervisors' incitement of subordinates speaking-up (SU). We also suggest that subordinates' proactive personality acts as moderator in the relationship between PSS and SM, since proactive workers reveal personal initiative for identifying new ideas to improve work processes, updating their skills, or better understanding company politics, thus being less likely to show submissive behaviors.

### **Design/Methodology:**

Participants were 640 supervisor-subordinate dyads from different organizational settings. PSS, SU and PP were measured by the subordinate while SM was assessed by the supervisor.

### **Results:**

Research results indicate that speaking up mediates the relationship between PSS and SM and that the indirect effect of PSS on submissive behaviors was significant for low ( $B = .16$ , 95% CI [.020, .296]) but not for high levels of proactive personality ( $B = -.03$ , 95% CI [-.154, .091]).

### **Limitations:**

One limitation is related to common method bias, since employees provided ratings of PSS, PP and SM. Because our design is cross-sectional, we cannot infer causality.

### **Practical Implications/Value:**

Our results suggest that perceived supervisor support promotes voice behaviors, mitigating submissiveness to manager. Moreover, subordinates' proactive personality is essential in decreasing submissive behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

Fr-OR-S81-4

## **We get by with a little help from our friends: Shared Leadership and the future of Organizational Leadership**

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### **Content: State of the Art**

As baby boomers enter retirement and millennials enter leadership positions, the paradigms and models of leadership must be reexamined, and possibly swept away. Shared leadership theory appears ripe for a renaissance. Leadership is shared in teams where any member can step into a leadership role, provided that she sees a need and believes she is competent, and call attention to that need and enact the role of team leader (Bass, 2008). Shared leadership is closely related to, and sometimes viewed as synonymous with Distributed leadership although each enjoys a distinct history in the literature (Burke, Diaz Granados, & Salas, 2011).

### **New Perspectives and Contributions**

Recent data described by Morgan (2015) supports three propositions. Prop1: Millennials seek participation as organizational leaders. Prop2: Millennials, due to their preferences for highly social and connected interactions in the workplace and in their personal lives, are more open to the idea of Shared leadership. Prop3: Shared leadership is a more effective model than vertical leadership.

### **Research/Practical Implications**

Studies of millennials leadership interests and preferences, along with an examination of Shared leadership in workplace teams will be needed to verify these propositions. Accordingly, organizations should begin to implement Shared leadership programs and transition further away from vertical leadership models over the next decade in preparation for a workplace made up primarily of millennials.

### **Originality/Value**

A discussion of the leadership preferences of millennials, the theory of Shared leadership, and an agenda for additional research into these issues is provided.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

Fr-OR-S81-3

#### **Leadership and Trust: A Meta-Analytical Review of the Literature**

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#### **Content: Purpose**

The idea that leaders are able to promote trust in their employees is well known. As such, trust is often featured as an important mechanism for the positive effects of leadership on performance however, invariably; these relationships are examined in isolation of other leadership styles. The primary goal of this research is to investigate the relative effects of different leadership styles on performance via trust.

#### **Design/Methodology**

This paper reports preliminary meta-analytical findings examining the link between eight leadership styles (transformational, transactional, authentic, ethical, servant, LMX, paternalistic & destructive leadership) and performance, via the mediator of trust in the leader, across 95 independent samples.

#### **Results**

Using meta-analytical structural equation modelling, the findings provide insight as to which of the leadership style included is most effective in leveraging performance via trust. We also investigate whether the findings vary as a function of trust dimension, either cognitive or affective.

#### **Limitations**

The results are driven by the data that is available in primary studies. As such, limitations in design, such as an over-reliance on cross-sectional studies, are an issue.

#### **Research/Practical Implications**

This research contributes to current knowledge on leadership by determining if there is any empirical redundancy across the various leadership styles in terms of their ability to engender trust. Further, our findings will be useful for the design of leadership development programmes in contexts where trust is vital.

#### **Originality/Value**

The findings build and extend the seminal work of Dirks and Ferrin (2002) by including a broader range of contemporary leadership styles.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

Fr-OR-S101-1

#### **The influence of political skill on shared leadership**

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<sup>1</sup>Department of Politics and Public Administration, University of Konstanz, Konstanz, Germany

#### **Content:**

##### **Purpose**

Shared leadership, defined as informal leadership by team members, is a valid predictor of team performance; however, investigations of its antecedents are still rare. Political skill, describing the ability to influence others, has a positive influence on the effectiveness of formal leadership, but has not been investigated in informal contexts. Against this backdrop, we investigated political skill as antecedent of shared leadership. More precisely, we proposed that team members with high levels of political skill (i.e., social astuteness, interpersonal influence, network ability, apparent sincerity) are likely to be considered as leaders by their team colleagues.

##### **Design/Methodology**

Data collection in three samples is ongoing. For the first sample, we collected data in a work team (N=10) in a large manufacturing company in Germany. Participants assessed their own levels of political skill and were asked to rate each other on the level of leadership influence in their team. Using social network analysis employing exponential random graph models (ERGMs) this resulted in  $(N \times (N-1) = 90)$  cases.

##### **Results**

Initial analysis did not support our assumption. Specifically, team members high in interpersonal influence were more likely to perceive others as leaders while those high in apparent sincerity were less likely to be considered as a leader.

##### **Limitations**

As data collection is ongoing, the generalizability of these preliminary results is limited.

##### **Research/Practical Implications**

Results indicate that political skill's importance for shared leadership is limited to the sub-dimension of interpersonal influence. Further research is warranted.

##### **Originality/Value**

To our knowledge, we are the first to investigate the relationship between political skill and shared leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

Fr-OR-S101-2

**Envisioning innovation: Do visionary leadership and goal alignment engender innovative performance?**

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**Content: Purpose:** Employee innovativeness, which involves the generation and actual realization of new ideas, is essential for most contemporary work organizations. Our studies investigated the determinant role of leadership in innovative performance. Specifically, we hypothesized that visionary leadership would stimulate innovative performance by promoting goal alignment amongst team members.

**Design/Methodology:** In our first study, we collected survey data from 308 respondents working in creative teams across diverse industries. In our second study, we collected data in an experiment with 150 participants distributed across 50 teams.

**Results:** Consistent with predictions, both studies showed a positive relationship between visionary leadership and innovative performance through goal alignment. Follow-up analyses on the experimental data further suggested that this pathway existed for team idea generation, but not for subsequent idea implementation.

**Limitations:** The online survey study was a cross-sectional single-source study, and the sample size for the experiment was limited.

**Research/ Practical implications:** Our results suggest that supervisors should exercise visionary leadership in order to align members and to increase their creativity. However, idea implementation may require more than visionary leadership.

**Originality/Value:** Visionary leadership is still understudied, and we need a better understanding of the relationship between visionary leadership and its effect on innovative performance in teams. Our research (combining a field with and experiment) contributes to this.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Leadership and management**

**Leadership Development**

Th-OR-S39-5

**Enabling Group Leadership and Relational Coordination in Management of Public Hospitals**

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**Content: Purpose:** In a context of austerity, government cost-containment policies have driven major reforms of public services management. In particular a hierarchical mode of management and lack of communication has tended to disable effective group leadership and relational coordination (Gittell *et al*, 2011, 2012) in public hospitals. Drawing on LMX leadership theory (Day & Miskenko, 2016) we submit that redressing this implies gaining a better understanding of the HR processes (Paauwe, Guest & Wright, 2013) that contribute to high staff commitment and a distinction advancing on Lok (2010) between institutional, organisational and operational logics.

**Design/Methodology:** A longitudinal case study between 2011 and 2015 in a European University Hospital based on a grounded theory approach. Use of audio-taped and fully transcribed semi-structured interviews (N = 54) with an average duration of forty five minutes with twenty three managers (6 senior, 10 middle, 7 junior) and forty one health professionals as managers (28 doctors and 13 nurses), were analysed by a newly developed coding system using MAXQDA © software.

**Results:** Effective relational coordination at operational levels needs a degree of relative autonomy for doctors managing units and services.

**Limitations:** Study in only one hospital.

**Practical Implications:** Reform of public administration not only needs a service based rather than manufacturing organisational model (Osborne, 2011) but to recognise different needs for groups and their leadership at operational levels. Reinforcing the case for training health professionals within relational models of management.

**Originality/Value:** Distinguishes institutional, organisational and operational logics within a qualitative longitudinal approach to the role of health professionals as operational managers.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

Fr-OR-S86-1

**What do managers fear? Answers based on managers' focus group discussions and a large-scale survey**

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**Content: Purpose:** This study focuses on and empirically tests a new concept of Fear of Leadership (FOL; Aycan, 2016). FOL is defined as the fears that managers' feel and the hesitations they harbor about possible negative consequences of their leadership roles and responsibilities. Our first aim is to identify different content categories of managers' fears. Our second aim is to investigate the factorial validity of the 16-item FOL-scale (Aycan, 2016).

**Design/Methodology:** Our study utilized both qualitative and quantitative data. To answer the first goal, focus group discussions (in total 20 Finnish managers) were thematically categorized using a data driven approach. The second goal will be investigated by collecting a large-scale survey which will be directed to Finnish professors (sample size 3000), university researchers, n = 4000), and academic engineers (n = 3000) in January 2017.

**Results:** Our preliminary qualitative analysis of focus group discussions showed that managers' major fears are related to personal failure (e.g., being exposed to more criticism) and causing harm to others (e.g., treating employees unfairly). The quantitative data will be analyzed by confirmatory factor analysis to test the pre-defined three-dimensional structure of the FOL-scale including 1) fear of leadership (5 items), 2) fear of work-life imbalance (6 items), and 3) fear of harm (5 items).

**Limitations:** This study focuses on Finnish managers, which limits the generalizability of the results.

**Research/Practical Implications:** Studying managers' fears brings a significant contribution to understanding managers' behavior in organizations (e.g., managers' willingness to leave a leadership position).

**Originality/Value:** This study is the first large-scale study to investigate managers' fears related to their position. The study will also bring valuable new information about the factorial validity of the FOL-scale (Aycan, 2016), thus promoting its use in future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

Fr-OR-S98-4

**An empirical investigation of the use of Management Development Centres to assess core competencies in senior health care managers.**

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<sup>4</sup>Managing Director, The Performance Partnership, Dublin, Ireland

#### **Content:**

**Purpose:** A Management Development Centre (MDC) programme was conducted in the context of succession planning and career development within the Irish Health Services.

#### **Key research questions:**

1. Are scores on specific competency dimensions of the Saville Wave Psychometric (Wave) statistically significantly correlated with actual performance on MDC measured competency scores?
2. What were candidates' key strengths and weaknesses across the MDC?
3. Is there a correlation between scores on ability tests and overall MDC performance?
4. What is the correspondence between self and manager competency ratings and exercise ratings?
5. How well do MDC scores and Wave scores predict career progression/mobility?

**Design/Methodology:** 148 senior managers participated in a series of MDCs(2012-2015). MDCs involved simulated work exercises which assessed each of the agreed upon core competencies. To ensure consistency of scoring across MDC each exercise was inter-rated by a minimum of two psychologists, and one trained assessor from the organisation. Assessors measured exercise performance levels against the organisation's Senior Manager Standard.

**Results:** Multiple regression analysis revealed that "showing resilience" (Wave score), Communicating Information (Wave scores), and health service understanding (MDC score) were most predictive of candidates' competency scores across the board.

**Limitations:** Limited measures of job performance were available within the organisation.

**Research/Practical Implications:** Resilience, communication skills and organizational understanding could be fruitful targets for future intervention as they had the strongest relationship with MDC performance.

**Originality/Value:** This study explored the utility of both (i) established organisational psychometrics and (ii) MDC performance to predict career mobility within the organisation and overall competency performance at the upper echelons of management.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

Fr-OR-S94-3

**Emergence of Leadership: Reciprocity between followers and leaders**

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**Content:** Psychological leadership theories focus on traits and behavioural styles of leaders. Newer approaches award strong situational contingency to leadership. Remarkably, traditional and newer psychological approaches neglected the impact of followers on leadership. In contrast, biological leadership theory, with its strong focus on open behaviour, incorporates follower behaviour and associated feedbacks on leaders.

Our aim is to contribute a novel approach that connects both disciplines showing how leaders in a human group emerge and how they depend on followership. We use an experimental paradigm - the HoneyComb<sup>®</sup> computer-based multi-client game (Boos, Pritz, Lange & Belz, 2014) - where initiating of and leading as well as following in a group's collective movement can be measured.

We investigate twenty ten-person-groups moving on a virtual playfield where each participant is represented as an avatar. An incentive structure is implemented via spatial goal fields rendering monetary payoffs. Knowledge of these reward fields are only known to three (computed) players, each furnished with a different probability to achieve the reward but the same expected value. If a player arrives at a payoff field, his or her payoff will be multiplied by the number of co-players' avatars standing on this payoff field at the end of the game. To gain a high payoff, coordinated choices are thus advantageous. To implement the principle of reciprocity, players have to pay a certain amount of money for each of their moves, money which is allotted to the player whom they follow, and, at the end of the game distributed among leaders and followers.

Our method was to determine whether the principle of reciprocity can explain leader- or follower profiles (L-F profiles) during group movement. Results show that behavioural L-F profiles can be clearly defined and that – based on preliminary analyses – followership can be explained by reciprocity.

Boos, M., Pritz, J., Lange, S. & Belz, M. (2014). Leadership in moving human group. *PLOS Computational Biology*.  
<http://www.ploscompbiol.org/article/info:doi/10.1371/journal.pcbi.1003541>

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

Fr-OR-S86-2

**Participant Self-Assessment in Development Center Performance**

R. Powley\*

**Content:** Self-assessment has been studied extensively in relation to 360-degree feedback but much less so in relation to assessment center methodology. The purpose of the current study is to look at the impact of participant self-assessment on performance in development assessment centers. The study involves 19 centers with 206 executives conducted over a seven-year period for a global biotech company. Participants' self-assessments occurred over a two-day period allowing the use of correlational and time-series design to examine the impact on performance over time. The redundant nature of the center design is conducive to the determination of whether self-assessment affects performance differentially for certain exercises (e.g., role plays, group discussions, and presentations). The study also provides a control group of participants without a self-assessment component.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

Fr-OR-S86-5

#### **How emerging leaders conceptualise leadership: a qualitative study of leadership schema**

S. Zaar\*

#### **Content: Purpose**

The cognitive schemas individuals hold, determine their view of leadership. Despite general consensus that leadership is defined as a social process in which everyone can and should participate, no research so far has explored if this view resides in the minds of emerging leaders. Building on identity and implicit leadership theory, this study questions what person and self-schema for leadership emerging leaders hold, and which experiences contribute to their leadership development.

#### **Design/Methodology**

Using a learning log approach with open questions, first-year international business students (N=510) were questioned to gain insight into the leadership schema of emerging leaders and the experiences relevant for their leadership development.

#### **Results**

Analysis shows that emerging leaders tend to (a) have a narrow view on leadership, conceptualising leadership in terms of traits, skills and behaviour from a personal dominance perspective, (b) have a positive self-schema for leadership, considering themselves a leader in general or in certain situations, and (c) see building self-confidence and being presented with learning opportunities as key to the development of leadership. Also, analysis shows that learning and social experiences, team work, and practice and immersion positively influence leadership schema.

#### **Limitations**

Further research is necessary to examine generalizability to other groups.

#### **Research/Practical Implications**

Business schools should focus more on creating awareness of different leadership schemas, and offer opportunities to increase the chances of enhancing developmental complexity of emerging leaders.

#### **Originality/Value**

This study is among the first analysing empirical data on the leadership schema of emerging leaders using a qualitative learning log approach.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership Development*

Fr-OR-S98-3

**Promoting leadership effectiveness: Longitudinal field study**

G. Luria\*, A. Kahana, J. Goldenberg, Y. Noam

**Content:** · **Purpose:** The goal of this study was to understand how a trainer's leadership effectiveness can influence the development and effectiveness of emerging leaders. Based on existing research about the importance of role modeling in leadership development, we hypothesized that a trainer's leadership effectiveness would be a boundary condition for developing trainees as effective leaders.

**Methodology:** In a three-year longitudinal field study using mixed methods and sources, we followed trainees from their emergence as leaders of their peers, through their leadership effectiveness in training, and finally to their effectiveness in leadership roles. The sample included 1,243 soldiers and 80 trainers. Leadership emergence was measured before the soldiers started training. Then, their performance in an officers' training course was measured (as an indicator of their effectiveness in leadership development). Lastly, their effectiveness as leaders was measured after at least one year of active duty as officers. The trainers' leadership effectiveness was also measured.

**Results:** We used a bootstrapping procedure, and found that effectiveness in the leadership development course mediated the relationship between leadership emergence and effectiveness as formal leaders. It was also found, using an HLM regression model, that the trainer's effectiveness moderated the relationship between leadership emergence and effectiveness in the course. It seems that, when supervised by trainers with high levels of effectiveness, emerging leaders are more likely to develop as highly effective leaders.

**Limitations:** Military sample.

**Practical Implications:** The results highlight the importance of trainers' selection in leadership development programs.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

Fr-OR-S86-4

**The Role of 'Purpose' in Top Leadership: Building an evidence-based model**

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<sup>1</sup>WWK Research Group, Kingston University, Kingston, London, United Kingdom

**Content:** With over 17 major categories of leadership theory now available (Dinh et al, 2014) there is little doubt that our understanding of leader dynamics has increased dramatically in recent years. Yet, there is still no unifying model that conceptualises and predicts leadership success across domains. Much of the existing research draws from non-business samples and is preoccupied with describing the traits and behaviours shown by leaders, devoid of the personal and organizational systems within which they operate. The role of 'purpose' in leadership has received interest in the business and HR world and may offer a conceptually different approach. The present study aimed to develop a preliminary model of the role of purpose in leadership that starts with top leaders' conceptualisation of success. This research included: a systematic literature review; a focus group with seven expert practitioners; 20 semi-structured interviews with leaders; and a pilot questionnaire distributed to 97 leaders working in FTSE 500 businesses. The focus group and interviews were analysed using thematic content analysis (Weber, 1990). Themes were amalgamated into a preliminary model of Leaders with Purpose. While in its infancy, this model identifies some notable differences to current approaches including: the importance of a sense of purpose to direct, guide and motivate leaders across domains; the role of challenge in shaping purpose; the goals to which successful leaders orient, including legacy and impact; and the notion that successful leadership is time-bound. Implications for theory and practice in understanding and developing leaders with a unifying model are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Leadership Development***

Fr-OR-S86-6

#### **Using social network analysis to map management networks following configuration of a hospital network: Does collective leadership emerge organically?**

A. De Brun <sup>1,\*</sup>, E. McAuliffe <sup>1</sup>

<sup>1</sup>School of Nursing, Midwifery & Health Systems, University College Dublin, Dublin, Ireland

**Content: Purpose** The recent reorganisation of the Irish health service into networks of hospitals aims to encourage work across boundaries to achieve better integrated pathways of care. There is increasing recognition of the need to shift away from more traditional hierarchical leadership towards the development of collective ways of working that result in sharing leadership roles. This study explores the network of leadership that develops as a result of the configuration of a hospital network and to understand what helps/hinders collective leadership emerging.

**Design/Methodology** The hospital group senior management team and CEO/GM, Director of Nursing, and Clinical Director of each of the 11 hospitals in the network formed the sample. An online survey is distributed at three time points over a 12-month period to explore the frequency of contact and collaboration between members. Network maps and related metrics including centrality, centralisation, and density, will be generated to understand how the network is operating. Interviews provide insight into these interactions and collaborations.

**Results** Outcomes of the first two data collection phases will be presented to inform how the network is operating following reconfiguration.

**Limitations** The potential for respondent burden necessitates that data collection be limited to three time points.

**Research/Practical Implications** The results will provide insight into how the newly established network is operating and will explore the factors that facilitate/inhibit collective leadership emerging.

**Originality/Value** Depicting the network at three time points will facilitate our understanding of the dynamic nature of the network, exploring how the network structure may evolve.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

Sa-OR-S144-3

**Demands and resources for new leaders – insights from clinical interviews**

J. Ulrich <sup>1,\*</sup>, N. Van Quaquebeke <sup>1</sup>

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**Content:** Previous research showed that employees often experience the takeover of a leading position as excessively demanding, running through an intense and long-lasting process. In the worst case, these excessive demands can lead to depression and/or burnout, and finally, even to disability. However, despite these findings and the great number of guidebooks and workshops that practitioners developed in order to support the leaders' role takeover, studies on the transition process are scarce. With the present study, we want to shed more light on how leaders experience their transition process and what organizations could do in order to support them and prevent them from depressive and/or burnout symptoms. Therefore, we concentrate on exhausted leaders who had experienced very straining working situations and can hence serve as experts recommending how organizations could facilitate a leader's transition process. We conducted semi-structured interviews with 18 leaders who have been patients of a psychosomatic clinic suffering from depression and/or burnout. Against the background of the job demands-resources model, we analyzed the data via qualitative content analysis. As such, the presentation will give an overview of critical demands and helpful resources at work during a transition process from an exhausted leader's point of view. For future research, we recommend quantitative field studies to test the generalizability of the findings in a working, non-clinical sample. Overall, we provide unique insights into the perspective of leaders who are often overlooked in leadership discourse, but who have invaluable practical experience to share on the issue of leader transitions.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

Fr-OR-S98-1

**Supporting the manager – the buffering effect of high support from organisational experts on the relationship between job demands and well-being**

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**Content: Purpose:** Public sector governing has changed roles and relationships between different professional groups in working life. Previous research has noted increasing demands on first line public sector managers and when demands are increasing the supporting function of HR and other experts could be argued to be fundamental for managers' health and well-being.

In the present study, the focus is to investigate how different types of support from experts in the organisation moderate the relationship between job demands and working conditions, health and well-being.

**Design/Methodology:** The sample consisted of over 500 managers in Sweden, who answered a questionnaire in 2009 and 2011. The questionnaire comprised validated measures of public sector managers' job demands and resources (GMSI, Eklöf et al., 2010).

**Results:** Preliminary results indicate that managers' perceptions of support from external experts could reduce the negative effects of job overload and conflict of logics in the organisation. In this respect, having HR specialists helping with the execution of tasks, buffered the negative effects of job overload, whereas help with defining the role and assignment worked as a buffer of the negative effects of conflicting tasks.

**Limitations:** All measures in the present study were self-reported, and would benefit from being measured externally as well.

**Research/Practical Implications:** The results from this study could potentially help HR and other supporting functions in the organisation to understand the role of efficient support.

**Originality/Value:** Studies focussing on the specific relationship between first line public sector managers and support from expert functions are rare.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Management of emotions at work***

Fr-OR-S96-1

## **Emotional intelligence in customer service roles**

N. Dost\*

### **Content: Purpose**

The benefits of developing emotional intelligence are well documented (Bar-On & Parker, 2000). However, many organisations still do not invest in emotional intelligence training for “front line” staff dealing directly with customers on a daily basis.

This research explored the effectiveness of emotional intelligence training at a large UK retailer and its links to customer focus.

### **Design/Methodology**

361 employees took part in emotional intelligence training, to identify, manage and use emotions to improve performance. Emotional intelligence and Authentic Leadership was measured before and after training. The following aspects were measured after training: resilience, emotional labour and customer focus.

### **Results**

Emotional intelligence levels were higher after training than before. Those with higher emotional intelligence reported higher customer focus, authentic leadership, resilience than those with lower emotional intelligence. They were also more likely to try to feel the positive emotions they displayed to others (deep acting) than to put on a mask (surface acting).

### **Limitations**

Measures were self-report. Future suggestions include use of 360 measures. Correlations do not explain why a relationship exists and future studies could use regression analysis to explore this further, for example.

### **Research/Practical Implications**

This research suggests emotional intelligence can be trained, improving performance and well-being of customer service staff, in line with organisational aims. This training might involve exercises to engage deep acting and enhance emotional intelligence, as in this training program.

### **Originality/Value**

This study gives evidence for the effectiveness of emotional intelligence training from a real time training intervention.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Management of emotions at work***

Th-OR-S49-2

#### **Understanding a target's cognitive and affective processes when experiencing indirect/covert aggression**

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<sup>1</sup>Management, University of Otago, Dunedin, New Zealand, <sup>2</sup>ERHR, Griffith University, Brisbane, Australia

#### **Content: Purpose**

In this study, we report on the cognitive processes that a target experiences when they are targets of indirect/covert aggression. This study identifies a target's perceptions and experiences of indirect aggression to determine common themes that reflect indirect aggressive workplace experiences within the sample.

#### **Design/Methodology**

For this study, we recruited 29 respondents (17 female, 12 male) from a range of industries. Using Glaser and Strauss's Grounded Theory approach we undertook a thematic analysis of the data. Emergent themes were confirmed using an independent rater.

#### **Results**

The themes that emerged (realisation, sensemaking, and the types of scripts a target formulates) were grounded in the data. We examined the scripts (behavioural manifestations) that these targets build in order to deal with being a target of indirect/covert aggression. Our data confirms that targets formulate 3 scripts to manage their aggressor: reactive, proactive, and passive scripts.

#### **Limitations**

A limitation of our study is relatively small sample size.

#### **Research/Practical Implications**

Understanding how targets make sense of, and respond to, indirect aggression is important and has broad implications for a range of outcomes including: job satisfaction, organisational commitment and the psychological and physical health of the target.

#### **Originality/Value**

This study adds to the indirect workplace aggression literature by examining individuals' thoughts and perceptions related to experiencing indirect/covert aggression within the workplace (i.e., sensemaking process, types of scripts employed, etc.). Little research has examined this phenomenon and an interview methodology enables insight into targets' experiences.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Management of emotions at work*

Fr-OR-S96-2

**The Effect of Salespeople's Emotional Intelligence on Customer Affective Commitment in Service Relationships:  
Customer-Oriented Behavior as a Mediator**

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**Content:**

• **Purpose**

Integrating the appraisal theory of emotions with relational identity theory, this present study evaluates the effect of salespeople's emotional intelligence on customer affective commitment by incorporating customer-oriented behaviors in the long-term service relationships. It also explores the mediating role of customer-oriented behaviors between emotional intelligence and customer affective commitment.

• **Design/Methodology**

Data was collected from 133 financial consultants in charge of wealth management and their 571 customers in banks of Taiwan and analyzed using hierarchical regression and two-level hierarchical linear modeling.

• **Results**

The results show that emotional intelligence had positive effects on customer-oriented behavior and customer affective commitment, and customer-oriented behavior had positive effects on customer affective commitment toward financial consultants. In addition, customer-oriented behavior had mediating effects in the relationship between emotional intelligence and customer affective commitment.

• **Limitations**

Our study was conducted in Taiwan's retail banking sector characterized by overbanking, and it remains to be tested how much our results generalize to other countries.

• **Research/ Practical Implications**

The findings highlight the importance of improving salespeople's emotional intelligence and customer-oriented behavior to increase customer affective commitment toward the salespeople in the service relationships.

• **Originality/value**

Our findings extend empirical research on emotional intelligence by demonstrating customer affective commitment as a positive outcome in the context of service relationships. The study also provided a better understanding of the mechanisms underlying this effect by incorporating customer-oriented behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Management of emotions at work*

Fr-OR-S96-3

**Emotional Intelligence and Personality: Predictors of Psychological Well-being and Workplace Deviance- A Pilot Study**

T. Rashid\*

**Content:** The contributions of emotional understanding, emotional management, and personality factors were examined for a sample of 360 university students. To assess the emotional understanding and emotional management components of ability-based EI, the shorter versions of the Situational Judgement Test of Emotional Understanding (STEU-B), and the Situational Judgement Test of Emotional Management (STEM-B), were used respectively; the Big Five Inventory (BFI) was used to assess the personality factors: Conscientiousness, Agreeableness, Neuroticism, Extraversion, and Openness to Experience; interpersonal and organizational deviance behavior was measured via Workplace Deviance Scale; and Ryff's Psychological Wellbeing Test was used to assess the six dimensions of psychological wellbeing. Using personality, emotional management and emotional understanding as independent variables, two hierarchical linear regressions were performed to identify the best predictors of (a) psychological wellbeing and (b) workplace deviance. Results indicated that both personality and emotional intelligence significantly predict psychological wellbeing, ( $F(1, 352) = 6.08, p < .05, R^2 = .72, \text{Adjusted } R^2 = .71$ ). In the workplace deviance model, agreeableness ( $\beta = -.32, p < .001$ ), conscientiousness ( $\beta = -.32, p < .001$ ) and emotional management ( $\beta = -.14, p < .001$ ) emerged as the negative predictors of workplace deviance, whereas extraversion emerged a positive predictor ( $\beta = .27, p < .001$ ). The results highlight the contributions of emotional intelligence and personality in explaining the interpersonal and workplace deviance behaviours, and psychological wellbeing. Implications for further research are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Management of emotions at work***

Th-OR-S49-4

**Interpersonal emotion regulation and emotional labour: an experimental research on performance and wellbeing in work teams**

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<sup>1</sup>Social Psychology, Universidad de la Republica, Montevideo, Uruguay, <sup>2</sup>Business, Lisbon usiness Research Unit, Lisboa, Portugal

**Main Abstract Content: Main abstract**

**Purpose:** In this study we examine the effect of interpersonal emotion regulation strategies (IERS) and the task difficulty on individuals' performance and wellbeing (stress and emotional exhaustion), mediated by emotional labour. Higher performance and lower levels of emotional exhaustion are expected when the task requires greater difficulty and the IERS are positive, mediated by automatic regulation. On the contrary, lower performance and higher levels of emotional exhaustion will occur when the IERS are negative, regardless the difficulty of the task, mediated by surface acting, and an increased heart rate.

**Design/Methodology:** We collected data in an experimental research design, where participants worked on resolving errors on documents with complementary alphanumeric information using The Psychopy program. The difficulty of the task (high vs low) and the coordinator's feedback (IERS positive VS negative) were manipulated. We checked the psychophysiological response (heart rate) to assess the participants' stress during all the session. The outcome variables were measured by questionnaires.

**Results:** Preliminary results (data collection is expected to end by december) coming from 40 participants show a clear tendency for the expected relationships.

**Limitations:** The first limitation is that data collection is not completed. The second limitation is that this study does only include self-report information of individual performance.

**Research/Practical implications:** Our results will be discussed giving practical advices on the effects of the IERS, especially in relation to individual emotion regulation strategies at work.

**Originality/Value:** Our findings pretend to extend previous literature on the effects of IERS on individuals' emotional labour, and all this on work team members' well being and performance, and their relations with the individuals' psychophysiological response.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Emotion in the workplace*

*Management of emotions at work*

Fr-OR-S64-3

**Ashamed of Being Creative? Moral Emotions and Innovative Behavior**

F. Bernhard\*

**Content:** Research has pointed out that positive emotions can stimulate individuals' creativity and innovative behavior. Analogously, most research suggests negative affectivity being related to negative organizational behaviors such as less innovativeness. The present research challenges this view. Based on theories of moral and cognitive emotions it is hypothesized that guilt-proneness, i.e. a general tendency to feel guilty and a disposition to negative affectivity, can nurture innovative behavior while shame-proneness, i.e. the tendency to feel ashamed, prevents it.

In four studies I examine feelings of guilt and shame and their effects on individual's innovativeness. Study 1 examines the relationship between tendencies for moral emotions and innovative behavior in an experimental study with students. Study 2 replicates the results of the first study by collecting data from employees. Furthermore, mediating effects of problem orientation and the relationship with general creativity are explored. In Study 3 I test whether moral emotions are only related to innovative behavior or also to individuals' creativity, a proposed precursor to innovative behavior. Study 4 aims at replicating the results of Study 3 with more elaborated methods of measurement. The overall results indicate that being guilt-prone is related to innovative behavior and divergent thinking. Shame-prone people tend to be less innovative in their behavior.

The study may be relevant for companies looking for new ideas and innovative output from their employees. The findings add to current knowledge on antecedents to innovative behavior and the influence of moral emotions in organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Management of emotions at work*

Fr-OR-S96-4

**Enabling Change through Emotional Persuasion: How Emotional Expressions Shape Attitudes in Social and Organizational Life**

G. van Kleef <sup>1,\*</sup>

<sup>1</sup>Social Psychology, University of Amsterdam, Amsterdam, Netherlands

**Content:** Discussions between people with different opinions are prevalent in the workplace. Such discussions are inherently emotional. What happens when these emotions are expressed? The role of emotional expressions in persuasion is surprisingly poorly understood. Drawing on emotions as social information (EASI) theory (Van Kleef, 2009), we hypothesized that people use the emotional expressions of others to inform their own attitudes, provided that they are sufficiently motivated and able to process the meaning and implications of the other's emotions. Five experiments support these ideas. Participants reported more positive attitudes about a topic after having seen happy (rather than sad) expressions of a source when topics were positively framed (e.g., introducing kite surfing at the Olympics). Conversely, participants reported more positive attitudes after having seen a source's sad (rather than happy) expressions when topics were negatively framed (e.g., abandoning bobsleighbing from the Olympics). This suggests that participants used the source's emotional expressions as information when forming their own attitudes. Supporting this interpretation, effects were mitigated when participants' information processing was undermined by cognitive load or was chronically low. Effects occurred regardless of whether emotional expressions were manipulated through written words, pictures of facial expressions, film clips containing both facial and vocal emotional expressions, or emoticons. The findings support EASI theory and indicate that emotional expressions are a powerful source of influence. This interpersonal perspective on emotion sheds new light on the role of emotions in a variety of organizational settings, including leadership, marketing, group decision making, and organizational change.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

Th-OR-S54-5

#### **Development of communication skills in health professionals and his effect in perceived anxiety in patients submitted to magnetic resonance**

C. Semedo\*

**Content:** Quality in health care services is evaluated by multiple indicators, including the communication process with patients, which is assumed to be an increasingly important aspect (Moore & Wasson, 2007). The aim of this study was to develop communication skills in health professionals, to help patients undergoing MRI, to reduce their anxiety levels.

This is a clinical trial study, which involved seven health professionals (4 radiologist technicians and 5 operational assistants), whose interactions with patients (n = 60) were observed and recorded in an observation grid. At the same time, patients were asked to complete an anxiety and stress scale (Lovibond & Lovibond, 1995, adapted by Semedo & Demétrio, 2014) before and after being submitted to MR. A training session was developed to improve communication skills in the observed health professionals. After finishing the training period, a new set of observations took place to evaluate the communication process with a new group of patients (n=60). Again, this group of patients was invited to report their anxiety before RM took place and after.

Statistical analysis was carried with the two sets of data. The observed behaviors of professionals were compared in time 1 and time 2, with a repeated measures Anova, showing significant differences between the two moments, with a increased number of desired behaviors being observed.

Patients anxiety measures between t1 and t2 were compared and no significantly differences in their reportings were found before being submitted to MR (and interact with health professionals). However, statistical differences were found in what concerns the anxiety levels after MR, after communication skills were developed by professionals training sessions.

Concluding, better communication skills were adopted by health professionals and lower levels of anxiety were found in patients, after the first ones training was carried on, leading to an improvement in quality service in this institution.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Managing diversity***

Th-OR-S28-1

#### **Leadership self-efficacy: Do gender differences matter?**

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#### **Content: Purpose**

Building on the role congruity theory (Eagly & Karau, 2002), the main aim of the present research is to examine whether men and women differ in their leadership self-efficacy, with the purpose of providing preliminary evidence to support leadership development programmes in universities and organisations.

#### **Design/Methodology**

To examine this, two studies using Business Students from a University in the Republic of Ireland were conducted. Study 1 consisted of 234 Business students (108 men, 84.6% Irish) and Study 2 consisted of 282 Business students (143 men, 86.5% Irish) respectively. In both studies male and female participants were asked to rate themselves in terms of their leadership self-efficacy. In addition, in study 2, participants rated their gender role self-concept and indicated their interest in obtaining further information about leadership and in attending a leadership roleplay workshop.

#### **Results**

The results from both studies 1 and 2 indicated that female Business Students rated their leadership self-efficacy lower compared to their male counterparts. In study 2, it was found that agentic gender self-concept mediated the relationship between sex and LSE. Interestingly, chi square results also indicated that women were more likely than men to wish for more information on leadership and to attend the workshop.

#### **Limitations**

It remains to be tested in a non-student sample.

#### **Research/Practical Implications**

The results showed that women rated themselves lower than men in self-ascribed self-efficacy due to their self-ascribed lower agentic GRSC. The results also showed that women are more willing to attend leadership development programmes. This has broad implications for both universities and organisations that seek to encourage women into leadership roles.

#### **Originality/Value**

The present research shows that, due to women perceiving themselves as less agentic, they rate their leadership self-efficacy as lower than men.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Managing diversity**

Fr-OR-S104-6

**Leader member exchange and work engagement among bridge employees: A longitudinal study**

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**Content: Purpose** Although bridge employment among older retired workers is becoming more common, research on bridge employment is relatively scarce. Based on the social-emotion selectivity and Leader Member-Exchange theory (LMX), we hypothesize that social contacts play a key role in enabling and motivating elderly employees to remain active in work beyond the retirement age.

**Design/Methodology** Bridge employees who were employed by a “65plus employment agency” were invited to participate in a 2-wave full panel study ( $N = 6538$ ; age = 69.19, [ $SD = 3.12$ ]). Groups with increase ( $n = 120$ ) vs. stability ( $n = 64$ ) vs. decrease ( $n = 44$ ) in LMX over a 1-year time lag were compared by means of repeated measures analyses of covariance. Work engagement and exhaustion were employed as outcome measures.

**Results** Employees who reported a deterioration in LMX also reported an overall decrease in vigor and dedication as compared to both other groups, whereas employees who reported an increase in LMX also reported an overall increase in vigor and dedication. Changes in work absorption or exhaustion were not significantly different.

**Limitations** One limitation are the low response rates, making risk for selection likely. In addition, distinguishing between different types of bridge employees would improve further understanding.

**Research/Practical Implications** Bridge employees were generally found to be highly engaged. Yet, supervisory styles play a role in upholding employees work engagement, also within this specific sample.

**Originality/Value** Research on bridge employment is scarce, especially studies that examine work experiences (i.e., work engagement or exhaustion) in current bridge employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Managing diversity***

Th-OR-S28-2

#### **Multigenerational Workplace: Does it make a difference for Leadership?**

##### **An empirical examination of the German workforce**

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#### **Content: Purpose**

During the last decade public interest for multigenerational workplaces has increased. According to the media and popular press differences between generations are not only obvious but relevant - especially for leadership. However, research is very limited in this field. Thus, the present study examines leadership expectations in the face of multiple generations. It was assumed that the perceived importance of four leadership behaviours (offering of further trainings, showing of recognition, personal interest, and gratitude) is higher for members of the Generation Y in comparison with Baby Boomers and Generation X when accounting for various covariates (e.g. educational level). In addition, possible moderators (need for achievement and affiliations) were considered.

#### **Design/Methodology**

Data collection within this cross-sectional study was realized using an online questionnaire. Members of Generation Y ( $n=243$ ), Generation X ( $n=66$ ), and Baby Boomers ( $n=70$ ) reported their expectations in leadership.

#### **Results**

Multivariate analysis of covariates and moderation analysis showed only few differences. Offering of further training and showing gratitude by leaders was more important to Generation Y than to Baby Boomers. No moderation effects were shown.

#### **Limitations**

Within cross-sectional studies a confounding between age and generational effects cannot be excluded.

#### **Research/Practical Implications**

Findings implicate that the focus on similarities rather than differences between generations might be more beneficial for leaders as well as HR practitioners. This study highlights the importance of a critical analysis of the generational concept.

#### **Originality/Value**

This study was one of the first to test the generational concept empirically with regard to leadership within the German workforce.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Managing diversity***

Th-OR-S28-4

**What (or who) protects women on the glass cliff?: The attenuating effects of incumbent female top managers and masculine national culture**

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**Content:** We examine the disproportionate appointment of women to precarious leadership positions (glass cliff bias, cf. Ryan & Haslam, 2005, 2007). Informed by role congruity and social identity theories, we argue that the prevalence of incumbent female members in top management teams (TMTs) attenuates the glass cliff bias and masculine national culture aggravates it. Using a large panel of 259 firms across 19 OECD countries over 13 years, we find support for the attenuating effect of female TMT members, and *unexpected* attenuating effect of national masculinity. More specifically, in *feminine* countries, underperforming firms are more likely to appoint female top managers than outperforming firms, but this bias decreases as the representation of female TMT members increases. Theoretical and practical implications are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Managing diversity***

Th-OR-S28-3

#### **Leading across borders: A multinational investigation of the extended full-range of leadership model**

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#### **Content: Purpose**

The present study analyzes the relative importance of the four “extended Full Range of leadership” (eFRLT; Antonakis & House, 2014) constructs transformational, transactional, laissez-faire and instrumental leadership as predicting indicators of leadership effectiveness in 9 countries. Aim of this study is to gain knowledge on (1) the effectiveness and variation of eFRLT leadership styles in different countries and (2) whether the so far rarely examined strategic, instrumental leadership style is effective across cultures.

#### **Design/Methodology**

3142 employees in Brazil, China, France, Georgia, Germany, India, Poland, Russia, and the United Arab Emirates were surveyed using validated questionnaires at two measurement times regarding all eFRLT leadership styles (t1) and the outcome criteria job satisfaction and affective commitment (t2).

#### **Results**

Relative weights analyses demonstrate that transformational leadership was most important for explaining variance in job satisfaction and affective commitment followed by instrumental leadership. Transactional and laissez-faire leadership had no significant effects beyond transformational and instrumental leadership on both outcomes.

#### **Limitations**

It remains to be tested how moderators (e.g., cultural dimensions like power distance) influence leadership processes.

#### **Research/Practical Implications**

The results provide first evidence that instrumental aspects of leadership in addition to transformational leadership operate effective across cultures and should receive more attention in intercultural management research.

#### **Originality/Value**

To our knowledge, the study is the first to systematically analyze all eFRLT leadership styles simultaneously in an intercultural context. It contributes to the leadership literature particularly by examining the so far neglected instrumental leadership style across cultures.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Managing flexibility***

Th-OR-S39-4

#### **The role of leadership in a New Ways of Working context: motivating employees to knowledge sharing**

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**Content:** Purpose - Knowledge sharing is increasingly important for organizations to enhance their creative and innovative capacity and, hence, performance. However, few studies have explored how managers can motivate employees' knowledge sharing behavior. Building on Self-Determination theory, we investigate whether employees' perceived need satisfaction mediates the relationship between either transformational and shared leadership and knowledge sharing in flexible work settings.

Design/Methodology - This study uses structural modeling to analyze survey data from 135 R&D professionals employed at a large knowledge-intensive firm in the Netherlands.

Results - Knowledge sharing was directly and positively affected by shared leadership, but not by transformational leadership. However, transformational leadership indirectly impacted knowledge sharing through its positive relationship with shared leadership. Moreover, both transformational and shared leadership had a positive direct relationship with employees' perceived need satisfaction, which, in turn, had a positive relationship with knowledge sharing.

Limitations - The sample was restricted to the knowledge workers of a specific company.

Research/Practical Implications – In order to motivate employees to share knowledge, leadership should focus on the fulfillment of workers' basic needs for autonomy, self-development and belongingness. Both transformational and shared leadership can be implemented to achieve this goal. In fact, transformational leadership can even strengthen the effects of shared leadership.

Originality/Value - Most commonly, transformational and shared leadership are directly linked to knowledge sharing in flexible working arrangements. However, our study is the first to find that these leadership behaviors have an indirect effect by stimulating the personal needs fulfillment of knowledge workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Th-OR-S54-2

#### **Can't Buy me Laughter: Humor in Organizational Change**

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#### **Content: Purpose**

We describe the important role of humor during an organizational change process and focus on three facets that are of special importance during change: coping with change, resisting change, and leading change. For each facet, we present relevant findings from quantitative and qualitative studies and derive specific implications for employees, leaders, and organizations.

#### **Design/Methodology**

We conducted a literature review.

#### **Results**

In regards to coping with change, we focus on the stress-buffering effects of humor. High humor individuals maintain higher levels of positive affect in stressful situations and appraise a potentially stressful event as a positive challenge rather than a threat. In regards to resisting change, we show that aggressive humor can be an indicator of serious distress and a means to express resistance towards authority or aspects of the change process. In regards to leading change, we point out how effective leaders may utilize humor to manage followers' emotions in order to increase positive affect and to reduce perceived threat associated with change.

#### **Limitations**

There are still research gaps about the role of aggressive humor and the development of humor during change.

#### **Research/Practical Implications**

Based on previous findings, we show that humor can be used as a diagnostic tool, to foster a humor-supportive climate, to improve communication strategies, and to support an error management culture.

#### **Originality/Value**

We show that humor as a seemingly funny phenomenon has serious consequences for employees, leaders, and organizations and that humor has the potential to enhance or hinder organizational change.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Th-OR-S54-3

#### **The detrimental effects of modern information and communication technologies at the digital workplace: Implications to change through digitisation**

H. Heinrich\*, S. Wagner, D. Urschler, P. Fischer

**Content:** Modern information and communication technologies (ICTs) increasingly shape employees' way of working. In addition to their helpful and convenient features, they also pose new challenges for the physical and psychological welfare of people at the digital workplace. ICTs may work as distractions or interruptions, worsen task performance, influence mood, and cause technostress or strain. A laboratory study was conducted to detect possible detrimental effects of modern ICTs under controlled conditions. Participants had to work on several tasks of a digital in-basket exercise on the computer and half of them were disrupted by incoming e-mails, telephone calls, Skype calls and instant messages, and event reminders. It was hypothesized that the interference group would show less positive and more negative affect after the work task than before. Further, distraction conflict theory (DCT; Baron, 1986) proposed better task performance after interference for easy tasks and worse performance for complex tasks compared to the control group. This effect of interference on task performance should be moderated by perceived computer self-efficacy. Work interference was also expected to cause more psychological strain than working undisturbed. The effect on strain was supposed to be mediated by the level of experienced technostress. Results generally confirmed the proposed detrimental effects of ICT interference. As an inconsistency to DCT, ICT interference reduced task performance both for complex and for easy tasks. This especially held true for low levels of computer self-efficacy and not for medium or high levels. There was only marginally significant decrease of positive affect after interference but no change of negative affect. Technostress and strain were significantly correlated, but were not influenced by work interference. Limitations to this experiment with implications for employees and the importance of organizational ICT support will be discussed and analysed in current follow up studies in organizational context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Th-OR-S54-4

## **TRANSFORMING WORK THROUGH OFFICE DESIGN : ACTIVITY-BASED OFFICES AT WORK**

M. Ianeva\*, R. Ciobanu

**Content:** Office design and layout are increasingly considered by companies as a way to support and manage organizational change. Moving or setting up an office are decisions that aim at both reducing real and fostering knowledge-sharing and employees' well-being (Apple-Meulenbroek & al., 2011). Thus, a growing number of organizations choose to implement «activity-based» workplace environments (ABW). ABW relies on an extensive range of shared workstations and workspaces which are designed to support different tasks and activities (Vos & Van der Voordt, 2002). From a management's perspective, ABW might appear as an interesting tradeoff between reducing costs and maintaining employees' satisfaction while increasing work performance. In practice, the design and the implementation of non-territorial flexibles offices involve significant changes in work practices and habits (Ianeva & al., 2015). However, research on the way these environments support or undermine employees' activities are scarce. Building upon activity theory (Engeström, 1987 ; Clot, 1999) and situated cognition (Lave, 1988 ; Scribner, 1996) our study focuses on the impact on these office solutions on collective work practices. We used semi-structured interviews as well as 5-day activity diaries followed by commented walks in order to understand how the office layout is dealt with and acted upon by the employees of an Information Technology company. Our results show that the « activity-based » workplace provides a framework for both interpreting the work of colleagues and organizing one's own work. More generally, the study opens up a reflexion on how office design intervention could potentially support activity development.

**Keywords:** work, activity-based workplace, office layout, activity development

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Th-OR-S54-6

#### **Job impact of restructuring, psychological contract and health:**

#### **Role clarity and interpersonal justice as moderators**

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#### **Content:**

##### **Purpose**

Little research has related the individual job impact of organizational change (e.g., new demands and responsibilities experienced by individuals) to psychological contract or health issues. Therefore, the objective of this study was to investigate associations of job impact with contract breach and violation as well as several health indicators (e.g., mental health and irritation) and to examine role clarity and interpersonal justice as moderators.

##### **Design/Methodology**

The sample consisted of 182 employees (125 female, mean age 47 years) from a group of German hospitals undergoing restructuring. All variables were measured with established scales with Cronbach's alphas greater than .75. Multiple and moderated hierarchical regression analyses complemented by slope tests were conducted.

##### **Results**

Individual job impact related negatively to health and positively to contract breach and violation. Role clarity and interpersonal justice significantly moderated some of these relationships. As hypothesized, only the combination of low job impact and high role clarity or high interpersonal justice related to little contract breach, little irritation or good mental health. Given high job impact, contract violation was low only when both role clarity and interpersonal justice were high (significant three-way interaction).

##### **Limitations**

No definitive causal conclusions may be drawn because of the cross-sectional design.

##### **Research/Practical Implications**

The findings highlight the potential importance of limiting the individual job impact of restructuring and enhancing role clarity as well as interpersonal justice.

##### **Originality/Value**

Our study makes an original contribution by revealing novel implications of the change-related job impact and by identifying role clarity and interpersonal justice as moderators.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

Th-OR-S54-1

#### **Hybrid support functions for improvement of healthcare: Challenges and strategies of regional quality registry centres**

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**Content: Purpose** Measurements and feedback systems are essential to support and follow-up on quality improvement in healthcare. But how to actually use these measurements for improvement persists as a challenge. More empirical studies on the support needed are desired. This study investigated how regional support centres aided the use of information gathered in national quality registries (NQRs) to improve healthcare practices. The centres, geographically spread over Sweden, had a national and a regional mission. The aim was to investigate the strategies and challenges of such hybrid support structures with mixed missions.

**Design/Methodology** A multiple case study of six regional support centres based on qualitative data from interviews and documents analysed by content analysis.

**Results** Strategies varied between aiding NQRs to become suitable for improvement to supporting healthcare organization's use of NQRs, from being task or process oriented and taking on national responsibilities or responding to local initiatives. All centres engaged in Breakthrough inspired projects. Some used pre-existing concepts or collaborated with local development units. The main challenge was to overcome a lack of mandate in the healthcare organizations.

**Limitations** The views of actors in NQRs and healthcare organizations and detailed outcomes remain to be investigated.

**Research/Practical Implications** Support functions have to use a variation of strategies to reach relevant actors and achieve multiple missions. The study provides information on potential strategies and challenges of such functions that may aid decision makers.

**Originality/Value** The study provides insights into the strategies and challenges experienced by support functions with complex missions in healthcare.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Technology, work-design and human-machine-systems*

*Managing technical innovation*

Th-OR-S23-1

**Considering Enterprise Social Network as a secondary artefact in work activity**

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**Content:** Content/purpose: Enterprise Social Network (ESN) promises network activity with more connections, better knowledge sharing, less email, more innovations and better productivity. Individual and collective effectiveness rely on common sense user building while human and non-human are dispersed and share fragmented intentionality. Based on the situated technological acceptance, approach an artefact should fit professional user practices, help to achieve targets and projects. The use redesigns the entire activity in its individual, collective, organizational and professional dimensions. In good conditions, power of act is the result of activity and is a prerequisite for health (Bobillier-Chaumon, 2013). Based on activity theory we hypothesized that the structuring status of the artefact (principal artefact) is correlated to power of act development (Engeström, 2004).

Design/methodology: Our methodology combines situated observations, activity tracks analysis and interviews. In a french railways company we observed 12 people engaged in several professions. They were involved in a change management program to develop ESN use.

Results: Results reveal that ESN cannot be considered as a principal tool but as secondary one. It can prevent from barred work, and develop power of act in a complex organization. In contrary, it also increases pressure, stress and overload feeling.

Limitations: we should expand our sample with several companies and compare results before generalization.

Research/practical implications: Artefact status (principal or secondary) should be more considered in mediated activity development studies

Originality/value: The value of this study can be found in the theoretical framework used to understand network activity effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Technology, work-design and human-machine-systems*

*Managing technical innovation*

Th-OR-S23-2

**Predictors and outcomes of smartphone use in the work context**

J. Dora\*, M. van Hooff, W. Hooftman, M. Kompier, S. Geurts

**Content:** Innovations in communication technology have blurred the boundaries between work and private life. Most research in this context focused on the predictors and outcomes of work-related smartphone use at home. However, building on Ashford's Boundary Theory it is of equal interest to study non-work-related smartphone use at work (blurring boundaries from private to work life). Hence, we examined relations between both work-related smartphone use at home and non-work-related smartphone use at work with work characteristics, personal characteristics, and inter-role conflict. To test our hypotheses, 1552 Dutch employees filled out a cross-sectional survey. An estimated path model with the lavaan package in R supported our hypotheses that work-related smartphone use at home and non-work-related smartphone use at work are negatively associated with segmentation preferences, and positively associated with fear of missing out, reward responsiveness, and inter-role conflict. Work-related smartphone use at home was positively associated with job demands, while non-work-related smartphone use at work was positively associated with job control. Given the reported low correlation (.3) between self-reports of smartphone use and actual use, it is important to replicate these findings with objective measurements of smartphone use. This study gained insight in non-work-related smartphone use at work and shows that, with respect to established relations in the literature, it is comparable to work-related smartphone use at home as evidenced by similar correlates with studied variables. To our knowledge, this study was the first to introduce non-work-related smartphone use at work in the context of blurring boundaries between work and private life.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Economic psychology, consumer behavior and marketing*

**Marketing**

Th-OR-S23-3

**Individuals Can Be Psychological Owned! Strong Evidence From a Russian Dating TV Program**

E. Essig\*

**Content:** Can people be psychologically owned? Indeed, the scarce literature on psychological ownership on human targets provides us with the answer ‘yes’. Feelings of ownership do not only exist towards material and immaterial objects, but also towards individuals (Csikszentmihalyi and Rochberg-Halton, 1981; Dittmar, 1991; Pierce and Jussila, 2011). In this paper we focus our attention on how Russian people appropriate other human targets by using possessive pronouns and adjective such as ‘mine’ or ‘our’ in their speech. We offer a linguistic examination of the Russian dating TV program “Davay Pozhenimsya” (Let's Get Married) where a man or a woman chooses between three potential partners, with the assistance from three female “matchmakers” who study meticulously all the candidates by asking them tricky questions.

**Design**

In order to test this assumption we firstly provide a linguistic analysis based on 180 episodes and approximately 1000 speech verbatim of the Russian dating TV program.

**Results**

We provide evidence for strong possessive feelings that Russian individuals are capable of expressing towards other people. We show that some expressions that are not semantically equivalent to Indo-European languages, express ownership towards people by bringing them very closely to material targets.

**Limitations**

It remains of a great interest to conduct a linguistic cross-cultural study.

**Research/Practical implication**

We provide first linguistic base for studies concerning psychological ownership. Our results can be used by a variety of fields such as intercultural and human resource management and marketing.

**Originality/Value**To our knowledge our study is the first to examine possessive feelings (towards individuals) using a linguistic analysis approach.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Measurement and psychometrics**

Th-OR-S25-2

**Assessing Providers' Patient Identity: Preliminary Findings of a Self-Report Instrument**

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**Content: Purpose**

Transference has historically been regarded by clinicians as adverse to patient treatment. The shift to value-based compensation systems in organized medicine, however, compels new provider competencies enabling team-based, coordinated care delivery. The current paper reports on a newly developed self-report instrument for assessing a health provider's patient identification. Construct conceptualization and preliminary factorial-discriminant and predictive validity is reported.

**Design/Methodology** In study one, the 5-item instrument was piloted among American medical (4th-year) and nursing (2nd-year) students (N = 119) in an observational cross-section design. In study two, a German-translated instrument was deployed with equivalent sample frame (N = 134) in a 2-week repeated-measures design.

**Results** Structural equation modeling provided confirmatory factorial validity evidence, and item response theory analyses benchmarked psychometric properties of the newly developed instrument.

**Limitations** The instrument is limited to pilot testing in pre-licensure samples and needs to be validated in a clinician sample.

**Research/Practical Implications** Results provide preliminary discriminant and predictive validity evidence, and potential more practically useful, 5-item instrument for assessing providers' identification with patients.

**Originality/Value** This is the first study to pair the deep organizational identification literature with empirical evidence from advanced psychometric methods. The 5-item instrument will be retained as a core-legacy basis for future adaptive-measurement system development.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Measurement and psychometrics**

Th-OR-S25-1

**Structure and Correlates of Work Ability in a Large-Scale Sample**

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**Content:**

**Purpose**

Work ability is a timely concept, attracting interest of both scholars and practitioners. Different philosophies exist regarding the Work Ability Index (WAI), which conventionally yields a sum score. Yet, some researchers investigate its seven dimension separately or focus only on core items; recently, a two-dimensional structure has been suggested. Addressing this heterogeneity, this study examined the structure of the WAI and the influence of individual and work-related factors.

**Design/Methodology**

A survey among roughly 30.000 employees of a German city generated a turnout of N = 14.372. Major occupational groups were administrative staff, technical support, and human services. The WAI, work-related factors (working conditions, management, job attitudes) and demographic information (gender, age, job level, etc.) were assessed. Analyses included confirmatory factor analyses and structural modeling.

**Results**

A two-dimensional structure of the WAI showed the best fit. The primary factor combined more subjective dimensions (e.g., estimated work ability, mental resources), the second included more objective or quantifiable aspects (e.g., diagnosed diseases, sick leaves). Work-related and demographic variables showed mostly concurrent, but also some differential and counterintuitive associations with these dimensions.

**Limitations**

In addition to the limitations of cross-sectional single source studies, a more differentiated assessment of work-related factors would have been desirable.

**Research/Practical Implications**

This study demonstrates that results partly depend on how the WAI is scaled. Advantages and downsides of different alternatives are discussed.

**Originality/Value**

This large-scale study extends the evidence-base on the WAI. The presented structural model contributes to theory-building on individual and organizational determinants of work ability.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Research methodology***

***Measurement and psychometrics***

Th-OR-S25-4

**Investigating response bias in a forced choice assessment that uses triplet blocks compared to an equivalent measure that uses two items in a block**

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**Content:** Personality assessments have become prevalent in organisational testing, they have particularly been demonstrated to have great value as predictors of job performance. Although studies have demonstrated personality measures to be effective predictors of job performance, research has also shown that they can be susceptible to faking and response bias, particularly in the case of rating scale measures. Contemporary practice has led to the rise of Multidimensional Forced Choice (MFC) response formats, which typically consist of blocks of two or more items. MFC have been shown to be less prone to response bias and more robust to faking compared to rating scale measures. This study will investigate response quality of a MFC behavioural assessment that uses 75 triplet blocks compared to a construct-equivalent measure that uses 200 blocks of two items. It is expected that the assessment using blocks of triplets will be less susceptible to response bias and distortion, compared to the measure that uses blocks of two items. The triplet assessment is expected to be associated with lower impression management scores compared to the assessment using blocks of two items.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Measurement and psychometrics**

Fr-OR-S80-1

**Estimating the effects of intersecting faultline structures on individual-level employee absenteeism**

L. Hehnke\*, F. Kunze, M. Herrmann

**Content:**

**Purpose:** Over the past decades, multiple factors led to increasingly diverse workforces, influencing outcomes such as employee absenteeism. Despite their considerable practical relevance, empirical findings on the consequences of unidimensional diversity and multidimensional faultline structures are mixed (e.g., Van Knippenberg & Schippers, 2007). We argue that research on work team diversity can be improved by paying greater attention to the precise multidimensional configuration of team members' attributes. We propose and apply a more accurate faultline measure that captures the degree of structural overlap across attribute dimensions. Empirically, we draw on social identity and similarity-attraction theories to hypothesize that intersecting age–gender faultline structures are inversely related to voluntary absenteeism.

**Design/Methodology:** Using objective archival data on 18,670 employees in 1,513 work teams from a large Swiss service company, we employ Bayesian multiple membership models for organizational count data to test our hypothesis.

**Results:** Our results support our hypothesis that intersecting age–gender faultline structures are inversely related to voluntary absenteeism.

**Limitations:** The study only covers teams in one organizational setting which may limit the generalizability of the empirical findings.

**Practical Implications:** Our results raise awareness for the individual-level consequences of faultlines. Practitioners are advised to regularly assess team composition to prevent potentially negative business impacts.

**Originality/Value:** Methodologically, we propose a novel network analytic approach to organizational faultlines which offers significant advantages over existing measures by relaxing untested prior assumptions. Moreover, our study contributes to the re-emerging works on contextual predictors of employee absenteeism by linking group-level faultlines to individual-level absence behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Structure, Culture and Climate***

***Multi-cultural organizations***

Sa-OR-S107-1

**Do culturally intelligent feel better and work better in expatriation ?**

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**Content:** The purpose of the study is to investigate the effects of cultural intelligence (CQ) onto satisfaction with life and with WLB as well as onto performance among expatriates. The data obtained via an electronically administered survey (n = 201) were processed to test a model in latent variables (LISREL 8.80).

Only two facets of cultural intelligence - metacognitive and motivational - seem to have effects onto the examined outcomes (satisfaction with life, satisfaction with WLB and task performance in expatriation). The effects are mediated by both general and job intercultural adjustment (Black & Stephens, 1989).

The main limitations of the study are its cross-sectional design and non-probabilist sample.

We do conclude that more culturally intelligent expatriates adjust better and, thus, feel and perform better. Nevertheless, more attention should be paid to the role of different facets of cultural intelligence. Thus, behavioural cultural intelligence seems to have no effect on job performance and well-being as compared to the "way of thinking" (meta-cognitive and motivational facets). We suppose that training programmes, instead of targeting culturally specific rituals and habits, should focus on systematic approach to the culture. The capacity to detach from one's own culturally-driven landmarks seems to be crucial to succeed an expatriation. Some new reflections on the conceptualisation of different facets of cultural intelligence and their outcomes are proposed. The French versions of CQS (Ang et al., 2007) and of TKS-WLB (Syrek et al., 2011) are validated. New forms of training for future expatriates are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Negotiation skills and processes***

Th-OR-S33-3

**Goal specificity and difficulty in negotiations: A meta-analysis**

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**Content: Purpose:**

A number of studies have examined the impact of goal setting in various situations, including negotiations. But few have dealt with the moderators of goal setting in negotiation contexts. By extending previous results on the impact of goal setting in negotiations, we seek to clarify the relationship between goal specificity and goal difficulty and their impact on negotiation outcomes.

**Design/Methodology:**

Using a multi-level meta-analysis, we analyze individual and joint outcomes separately, based on 32 studies with over 5000 dyads in our sample.

**Results:**

We confirm that goal setting generally has a positive impact on the outcomes of negotiations for the individual, but we cannot show clear effects of goal setting on joint negotiation outcomes. Regarding goal difficulty we find mixed results: Only in distributive negotiations does greater goal difficulty result in better outcomes for the individual. We also found a significant impact of goal specificity on negotiation performance.

**Limitations:**

As between some of the studies very different operationalizations of goal difficulty were used, the comparability is partially limited.

**Research/Practical Implications:**

We show that goal difficulty is an important predictor of negotiation outcomes, but that the exact/concrete type of negotiation (integrative vs. distributive) and the outcome level itself (individual vs. joint outcomes) are important moderators.

**Originality/Value:**

To our knowledge, this is the first time that the specificity component of goal setting has been analyzed in negotiation research. Nor have the outcome level and the type of negotiation been analyzed previously in a meta-analytical way.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Negotiation skills and processes*

Fr-OR-S65-3

**The Norm of Reciprocity Revisited. Utilizing the 'Bogey/Decoy', 'Hyperbolic Discounting' and 'Prospect Theory'**

J. Nasher\*

**Content:** The norm of reciprocity is a law of human behaviour that is found in all cultures. Previous research on the norm of reciprocity applied in the business context has mostly focussed on not being tricked into feeling obliged. However, it can be utilized proactively by conceding strategically. A set of practical negotiation tactics, such as 'good cop, bad cop', the 'Bogey' and the 'Decoy', along with psychological the phenomena 'Hyperbolic Discounting' and 'Prospect Theory' are being scrutinized in order to maximize the effect of reciprocity.

While each of these phenomena has been explored before, much can be gained by combining them in the context of a negotiation, particularly by maximizing the effectiveness of the norm of reciprocity.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***  
***Negotiation skills and processes***

Fr-OR-S65-4

**The influence of adult playfulness on negotiation and collective decision making**

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**Content:** Adult playfulness is defined as the predisposition to reframe a situation in such a way as to provide oneself with amusement, humor and entertainment. Current research shows that it relates positively to academic achievement, life satisfaction and the ability to cope with stressors, as well as to innovative behavior and higher job performance, due to the ability to reframe operational procedures. Building upon these findings, three studies were conducted to investigate whether people who score high in adult playfulness can reach better objective and subjective negotiation outcomes than those whose score low, due to their ability to reframe integrative negotiation issues.

**Design/Methodology:**

Study 1 examined the connection between adult playfulness and individual negotiation style in a longitudinal field study with self-descriptive questionnaire items and critical incident scenarios. Studies 2 and 3 examined the influence of adult playfulness on negotiation behavior in a laboratory setting. In both these studies, participants were assigned to a dyadic face-to-face negotiation with integrative potential. Individual and joint outcome served as dependent variables, along with the individual capability to reframe issues and the effort made to reach an integrative negotiation solution.

**Results:**

Results of all studies indicate a positive relation between adult playfulness and integrative negotiation behavior.

**Limitations:**

Although all studies indicate a link between adult playfulness and improved integrative negotiation results, the results concerning positive affect remain unclear.

**Research/Practical Implications:**

The results imply that adult playfulness might be an additional resource to foster integrative negotiations.

**Originality / Value:**

In sum, the present line of research investigates the concept of adult playfulness in the domain of negotiation and collective decision-making and thereby opens the way for further avenues of research to foster integrative negotiation behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Occupational choice and careers guidance*

Th-OR-S52-2

**Narrative Fiction and Career Awareness: The Impact of Fiction versus Non-Fiction Stories on Possible Hoped-for and Feared Future Work Selves**

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**Content:** How do the stories about work we encounter in everyday life influence the way we think about work? Can reading fictional and non-fictional narratives about positive or negative work experiences increase career awareness? Two experiments were conducted with British students in experiment 1 (N=204) and Dutch students in experiment 2 (N=120). Students read a story and were put in one of four conditions (fiction/non-fiction) x (positive/negative work experience of main character). The fictional story was a fragment of *The circle* by Dave Eggers, the non-fiction consisted of a compilation of blogs from glassdoor.com. Then they wrote about their possible future work selves (PFWS). Additionally, their attitude towards the company of the story was measured and a behavioural intention measure tested whether they wanted to sign up for an internship at Google. The first main results indicate that 1) both negative story conditions increase awareness of feared and avoided PFWS, and 2) that fiction (regardless of positivity/negativity) inspires dreaming about desired work selves. Furthermore, 3) participants' attitudes of the company were in line with the type of work experience in the story: positive for positive stories and negative for negative stories. However, 4) the behavioural intention measure showed that only negative non-fiction significantly decreased the chances of students wanting to do an internship at a real-life company, namely Google.

This study suggests that career counselors could use stories to increase or influence career awareness in students. The duration of the effect should be investigated in future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Occupational choice and careers guidance**

Th-OR-S20-2

**A Theory of Vocational and Personality Development: Rethinking the Role of Vocational Fit in Personality Development**

S. Woods\*

**Content:** Purpose

The purpose of this paper is to present and position a new theory of personality and vocational development. There is increasing research evidence that personality is influenced by work experiences (e.g. Woods, Lievens, De Fruyt & Wille, 2013). However, there is no complete model of the processes by which personality develops in response to work experiences. This paper begins to address that gap.

Most research on personality development in the contemporary literature assumes that development proceeds following a corresponsive mechanism. At the heart of this theoretical explanation is the principle of *person-environment fit*. This paper challenges the centrality of fit in the development mechanism. Development pathways are proposed framed around Trait Activation Theory and the Theory of Work Adjustment, reflecting two situations: vocational gravitation, where people gravitate to roles that fit their interests; and vocational inhabitation, where people work in certain environments, which may be a misfit to their traits.

**Design/Methodology**

The paper is a positioning paper setting out a theory of personality and vocational development. Relevant research design implications are presented.

**Results**

An exploration of findings supporting the theory, and propositions for empirical testing are set out.

**Limitations**

A number of practical constraints on the model are discussed (e.g. cultural context), highlighting areas for research development.

**Research/Practical Implications**

There are multiple implications for future research applying the model, and practical implications for using personality assessment in HRM.

**Originality/Value**

The proposed theory of vocational and personality development is new to the literature, and an advance on current theory.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Occupational choice and careers guidance*

Th-OR-S20-4

**Sector attractiveness and job pursuit intentions: moderated mediation analyses among management graduate students**

M. Peiffer\*, M. Habibpour, M. Jegers, R. Pepermans

**Content: Purpose**

Scholars (e.g., Lievens, Van Hove & Schreurs, 2005) have been stressing the impact of a firm's level of attractiveness to external job seekers. Aggregating organizations according to their ownership type (i.e., profit, non-profit and public), the present study contributes to our knowledge of how management graduate students (i.e., future potential job seekers) are attracted toward a job in those three sectors, building on person-environment (P.-E.) fit theory.

**Design/Methodology**

758 last-year management students from five Belgian universities were administered a survey, considering sector attractiveness as the key variable and job pursuit intentions as the dependent variable. Independent variables included a new P.-E. fit approach, i.e., person-sector fit, and Public Service Motivation (PSM).

**Results**

Structural equation modelling, using simple mediation models and the double-mean centering approach in moderated mediation, confirmed that the three sectors' attractiveness partially mediated the relation between perceived person-sector fit and job pursuit intentions in each sector. Furthermore, findings displayed PSM predicting job pursuit intentions in the non-profit sector only, while it was found to moderate the previous mediated relation for the non-profit *and* the public sectors.

**Limitations**

The major limitation to our study is its cross-sectional nature, which is counterbalanced by the large sample's representativeness.

**Research/Practical Implications**

Theoretical implications for sector related attractiveness and the P.-E. fit theory are discussed. Practical recommendations are suggested regarding sectors' image having an impact on their attractiveness' strength towards a potential workforce.

**Originality/Value**

Lastly, this study is the first to compare mechanisms of person-sector fit for the three ownership types.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Occupational choice and careers guidance*

Th-OR-S20-3

**Vocational aspirations – Why some adolescents change theirs, while others do not**

A. Schnitzler\*

**Content:**

**Purpose**

Adolescents faced with occupational choice often have to pick options that are not in accordance with their idealistic career aspirations. Motivational theory suggests that such a non-intrinsic life-choice negatively affects satisfaction and performance. This paper compares pupils sticking to an idealistic aspiration for beginning an apprenticeship with those renouncing this aspiration and instead opting for continuing general education regarding antecedents and consequences of a change in aspiration.

**Design/Methodology**

Analyses are based on 1,700 pupils in grade nine from the German National Educational Panel Study expressing an idealistic aspiration for an apprenticeship. A logistic regression was conducted to predict the likelihood of a change in aspiration with predictors from pupils' personality, attitudes and perceptions of the apprenticeship market and their social environment's educational aspirations.

Life outcomes one year later were compared between those sticking to their aspirations and those having chosen a different option.

**Results**

All categories of predictors mentioned differentiate between the two groups. The groups also differ with regard to life satisfaction.

**Limitations**

The objective apprenticeship market situation was not taken into account.

**Implications**

The findings highlight the strong influence of the social environment on the likelihood of adolescents changing their aspirations. As such changes can entail negative outcomes, vocational orientation should include reflection on the influencing forces in occupational choice.

**Originality/Value**

This study enhances our knowledge on adolescents' reasons for deviating from their vocational plans and can thus sensitize career-guidance professionals to the various sources of pressure adolescents are exposed to when making career decisions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Occupational choice and careers guidance*

Th-OR-S20-1

**How to best position your organization: As unique or as similar yet different?**

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**Content: Purpose.** According to a common assumption in employer branding research organizations need to differentiate in a unique way to become the employer of choice. Yet, the structural alignment theory (Markman & Gentner, 1993) suggests that job seekers may prefer organizations that offer the same as their competitors but better (e.g., more fringe benefits). Hence, it is unclear what the most effective positioning strategy is. We investigated whether organizations should offer something unique (non-alignable attributes) or the same yet better (alignable attributes) to be preferred and whether this depended on job seekers' expertise, work experience, and job search experience. Indeed, one can expect differences in the ability and/or motivation to process non-alignable attributes depending on job seekers' expertise and experience (see e.g. Nam, Wang, & Lee, 2012).

**Design/methodology.** In an experimental study, 411 participants (61.30% women;  $M_{age} = 34.45$  years,  $SD_{age} = 5.60$ ) were presented two jobs. Each of the two jobs outperformed the other either on the alignable attributes (attributes described for both jobs) or the non-alignable attributes (attributes described for only one job). Respondents indicated which of the two jobs they preferred.

**Results.** Participants preferred the job that performed better on the non-alignable attributes regardless of their expertise, work experience, and job search experience.

**Limitations.** No real jobs were at stake.

**Research/Practical implications.** Stressing uniqueness is the better positioning strategy for organizations to attract job seekers independent of job seekers' expertise and experience.

**Originality/value.** We tested competing hypotheses regarding the positioning strategy that works best to attract job seekers.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Occupational choice and careers guidance*

Sa-OR-S140-1

**Big Five personality traits predict RIASEC work characteristics beyond gender**

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**Content: Purpose:** We examine in a representative Swiss sample how big five personality traits are related to realistic, investigative, artistic, social, enterprising, and conventional (RIASEC) work characteristics. Because research shows that gender segregation is evident in RIASEC work types, we also consider gender effects when examining RIASEC work characteristics and personality traits.

**Design/Methodology:** Regression analyses were calculated based on data of the Swiss Household Panel (SHP), using big five personality scores of employees as predictors of their occupations' RIASEC characteristics. Occupations' RIASEC profile were derived from expert ratings on the Occupational Information Network (O\*NET).

**Results:** Big five personality traits significantly predicted the RIASEC characteristics of a person's occupation. Notably, people high in conscientiousness and low in openness, extraversion, and agreeableness work in more realistic occupations, whereas people low in conscientiousness, and high in the other big five traits work in more social occupations. Further results will be presented.

**Limitations:** The study is cross-sectional; therefore no causal claims can be drawn. The SHP measures each big five trait by two items only; the findings should be replicated by comparable data sets using different big five measures. Possible differences between nations should be addressed.

**Research/Practical Implications:** Personality traits predicts RIASEC work characteristics, even when gender is considered. The role of personality in career choices should therefore be considered in career counseling.

**Originality/Value:** This study shed light on the relation of personality and RIASEC work characteristics in a representative sample and reflects differences for men and women.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Sa-OR-S109-4

## **CORRELATIONS BETWEEN STAFF'S ATTITUDES TO CHANGE AND ORGANIZATIONAL CULTURE TYPES OF EDUCATIONAL INSTITUTIONS**

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<sup>1</sup>G.S. Kostiuk Institute of Psychology of the National Academy of Educational Sciences of Ukraine, Kyiv, Ukraine

**Content:** Current innovations in Ukrainian educational organizations increase the role of their organizational culture development.

Organizational culture psychological factors have been studied by a number of researchers including G. Hofstede, K. Cameron,

R. Quinn, E. Schein, however, among these factors organization staff's attitudes to change have not been considered.

**Purpose:** to analyze the types of educational organization staff's attitudes to change and find out their relationship with the organizational culture of educational institutions.

**Design.** The sample included 475 school principals and staff of secondary schools from different regions of Ukraine.

The methods used included 'Do you change?' (C. Freilinger and J. Fischer) and 'Diagnosing Organizational Culture' by Ch. Handy.

**Results.** The research found that, by their attitudes to organizational change, most respondents were high-level 'traditionalists' (34.3%), followed by 'realists' (31.0%) and 'free-thinkers' (25.8%).

It was also shown that the most developed organizational culture was role culture (41.6%), followed by job culture (29.6%), while power culture and person culture were less developed (19.9% and 19.7% respectively).

The 'traditionalist' attitude to change was found to correlate with role culture ( $r = 0.166$ ;  $p < 0.01$ ), while the 'freethinker' attitude to change correlated with person culture ( $r = 0.123$ ;  $p < 0.05$ ).

**Limitations.** The obtained findings are applicable for managers and staff in education and can't be mechanically applied to other types of organizations

**Practical implications.** The research findings can be helpful in change management and organizational culture development in educational organizations.

**Originality.** The findings presented here have not been presented at international congresses previously.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Organizational Change and Development***

### ***Organizational change processes***

Sa-OR-S109-1

## **Professional identity transformation and strategic industry change: From ambiguity to reconstruction**

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### **Content: Purpose**

In industries disrupted by technological innovation, industry change may affect employees' professional identity. However, in contrast to the well-researched change processes of individual identity and organizational identity, the specific processes professionals engage in to transform and reconstruct a coherent professional identity in response to disruptive industry change remain understudied. We argue that these processes are reflected in professionals' discursive practices and that studying such practices sheds light on the role of professional identity change in supporting industry change.

### **Design/Methodology**

We employed an interpretative, grounded theory-based approach to study Belgian journalists' discursive practices (editorials, interviews, speeches, trade journal articles, etc.) from 2000 to 2015 and to gain insights into professional identity change processes instigated by digitalization in the Belgian newspaper industry.

### **Results**

We identified two processes (conversion and expansion) by which professionals renegotiated core elements constituting their identity, allowing the reconstruction of a coherent professional identity congruent with the strategic industry change at hand.

### **Limitations**

Our findings need further validation in different industry contexts and with regards to different types of innovation.

### **Research/Practical Implications**

Our study helps scholars explain how to navigate industry change driven by technological innovation. We highlight the recursive interrelationships between professional identity and strategic industry change: professional identity defines professionals' understanding of industry change, while industry change shapes professionals' understanding of their identity.

### **Originality/Value**

We underline the extensive potential of intertwining identity theory and strategic management research. Moreover, we underline the role of language as a strategic element in industry change processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Sa-OR-S126-2

#### **Organizational Trauma Diagnosis Tool: A cross-organizationnal validation.**

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**Content:** This study describes the validation of a questionnaire for the diagnosis of Organizational Trauma (OT). Whereas the literature on OT thus far exclusively consist of case studies, a questionnaire offers more comparability and generalizability across studies. To that effect, the Organizational Trauma Diagnosis Questionnaire (OTDQ) was developed on the basis of a conceptual definition of OT resulting from a comprehensive literature review and focus group discussions.

The OTDQ is a 48 items questionnaire to be scored on a double likert scale measuring the perceived change between the situation before and after a traumatic event, thus enabling an assessment the symptoms of OT and of the phase in which the organization finds itself. The questionnaire is composed of 6 dimensions: (1) emotions, (2) relation to the organization, (3) individual behaviors and relationships, (4) perception of the organization, (5) well-being, and (6) leadership.

The OTDQ was validated on a sample of six Belgian organizations with more than 50 employees which had been affected by a potentially traumatic event, such as a terrorist attack, massive downsizing or the sudden death of the CEO. To test the discriminative validity of the questionnaire, organizations not affected by a potentially traumatic event but similar to the traumatized organizations were also included in the study.

Principal Component analyses revealed a good construct validity of the scales. Internal consistency indices (Cronbach alpha) varied between .70 and .90. The comparison between the organizations exposed to a traumatic event and the control group revealed a good discriminant validity.

Further investigations applying the questionnaire in other countries and other organizations are currently under way. The questionnaire will provide practitioners and researchers with an opportunity to compare and share results in order to better understand OT.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Th-OR-S56-5

#### **Using national quality registries to improve care quality: perceived impact on elderly care staffs' work environment, roles, interaction and learning**

A. Westerlund\*, V. Sparring, M. E. Nyström

#### **Content: Purpose**

The purpose of the study was to investigate if and how the use of quality registries (QRs) for improvement of Swedish elderly care affect work environment, team interaction and learning among staff.

#### **Design/Methodology**

Twenty-four interviews were conducted with nurses, assistant nurses and rehabilitation staff at four special housing units in three municipalities. Units were selected based on external judgements of well-developed approaches to work with QRs. A qualitative thematic analysis combining inductive and deductive approaches was used to process qualitative data.

#### **Results**

QR work contributed to development and establishment of key roles, documents, documentation procedures, communication arenas and meeting agendas at the units. The increased systematics, effectiveness, clarification of roles and responsibilities and comprehensive strategies for goal fulfillment gained from these changes had perceived positive effects on the psychosocial work environment; interaction among staff and professions, work load, learning, and work satisfaction.

#### **Limitations**

The study is limited to a sample of units judged by national development coaches to have well-developed work approaches and to be successful in their work with QRs.

#### **Research/Practical Implications**

The study adds to the limited knowledge on how systematic work with improving quality of care using QRs relates to staff's work environment in elderly care. A successful approach to quality improvement in this area can optimally increase quality of care for older people and provide better work situations for staff.

#### **Originality/Value**

The study links the areas of QRs and quality of care with work environment, competence development and provides knowledge on relations among them.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

Th-OR-S3-3

**Cognitive Appraisal Theory and Psychological Acceptance in Organisational Change – Why Change in Organisation is Emotionally Difficult**

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**Content:** Every change in organisations raises emotions in organisation members' minds. The goal of this study is to examine emotional processes of people in connection to enterprises and organizations by two central theories, specifically cognitive appraisal theory (Lazarus 1966; Scherer 1999) and psychological acceptance (Hayes, Strosahl & Wilson 1999). Further this study examines such factors, which influence forming of cognitive appraisal and psychological acceptance at time of forming and during development of the new situation being faced.

Empirically the research consists of case data based on interviews from several cases in Finland, Ireland, Switzerland and Italy. After a careful selection process the data was selected from the total interview material from 10 family firms and 25 informants to this study. Based on theory 8 analysis questions were created and one research question to fulfil the goal of the study. Analysis of interviews was hermeneutic analysis.

The results of this study present that positively appraised meanings for oneself AND/OR positively appraised possibilities influence to new situation leads to acceptance of the moment. Correspondingly negatively appraised meanings for oneself AND negatively appraised possibilities influence to new situation leads to resistance of the new situation. Further results indicate that these original cognitive appraisal and psychological acceptance mind structures are quite permanent and needs strong experiences or significant new information to change them. That's why all efforts used to inform all participants of change at the earliest moment are important because first formed cognitive appraisal and psychological acceptance requires much more effort to be changed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Sa-OR-S126-3

#### **A longitudinal study on the effect of critical incidents in complex software implementation projects**

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#### **Content: Purpose:**

The implementation of enterprise resource management software changes the organization of whole companies. The methodical approach of actual research is mostly limited to surveys and expert interviews with managers or consultants. Their results relate to variables influencing the process as a whole. This interdisciplinary study examines the sequence of decisions and activities in detailed longitudinal studies. The resulting model shall allow a better assessment of specific interventions in ERP-implementation projects and shall lower the risks of implementation strategies.

#### **Design/Methodology**

Three longitudinal studies between 26 and 33 months were conducted in different SMEs (participants n = 60). For the data collection the diary method, participatory observation, semi-standardized interviews and questionnaires were triangulated. The data were transformed into three timelines to follow the psychological, organizational and technical antecedents and consequences of single interventions.

#### **Results**

The procedure identifies critical incidents influencing the performance of the ERP process. The exemplary description of such incidents includes the specific interaction between psychological variables with technical and organizational aspects and their consequences for the development of the project.

#### **Limitations**

Until now a full generalization of the results is limited to producing SMEs in Saxony.

#### **Research/Practical Implications**

The described method allows the identification and formal description of risks in complex projects. Further studies will focus on effects of psychological interventions on organizational long term developments.

#### **Value**

A better knowledge of psychological long term and side effects of decisions allows a better risk management.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

Sa-OR-S109-3

#### **Change from private rooms to multi-space office – what about user satisfaction and well-being?**

V. Ruohomäki\*, M. Lahtinen, P. Sirola

#### **Content:** Purpose

The purpose of this study was to analyse employees' experiences on workplace change in the context of relocation from a conventional office with private rooms to a multi-space office. The modern office concept had assigned workstations in an open plan space and additional spaces for tasks which require concentration or interaction. The aim was to evaluate effects of workplace change on employees' satisfaction and well-being at work.

#### **Design/Methods**

A longitudinal pre-post study was conducted in a public administration office. Data was collected with an electronic survey before and after the relocation. Response rate was 53% (N=293) before the relocation and 62% (N=236) after it. Data was analysed using SPSS. For statistical differences Wilcoxon Signed Ranks Test was used. The level of statistical difference was set to  $p < .001$ .

#### **Results**

The personnel evaluated that the workplace change improved their sense of community and interaction as well as comfort. The employees had high job satisfaction that didn't change. However, employees' workplace satisfaction decreased significantly. The new office solution supported well collaboration, but less individual tasks. The employees reported less privacy and more concentration difficulties. Over a third of the respondents reported decreased well-being at work. Employees' work engagement decreased and they had much stress.

#### **Research/Practical implications**

This study provides new psychological insight about workplace changes and their effects on employee well-being. Managers and designers should consider employees' job contents and needs when planning future workplaces to support health and well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

Sa-OR-S109-2

**The Role of Interactivity for Employee Engagement with Change: Evidence from a Multi-Wave Study**

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**Content: The Role of Cognitive Appraisal and High Activation Affect for Employee Engagement with Change: Evidence from a Multi-Wave Study**

**- Purpose**

The success of change projects depends to a large degree on the creative support of the people that have to adapt according to it. However, we know little about the cognitive and affective mechanisms that link implementation activities to change-related outcomes. Building on appraisal theory, we suggest that participatory communication influences the cognitive appraisal of benefits finding and understanding and, thereby, trigger high activation pleasant (HAPA) and unpleasant affect (HAUA). We further argue that HAPA and HAUA then influence creative engagement with the change.

**- Design/Methodology**

We look at a participatory change intervention in a medical technology company. We survey change respondents (N=250) shortly after the first implementation phase and ten months later.

**- Results**

Most hypotheses are supported. Surprisingly, understanding is strongly related to HAUA whereas benefits finding is only associated with HAPA. In addition, HAPA as well as HAUA are positively associated with creative change support.

**- Limitations**

All variables are measured in surveys from single sources.

**- Research/Practical Implications**

Our study implies that change managers should consider the activation dimension of affect when choosing from their implementation toolkit.

**- Originality/Value**

Our study is one of first that captures the effects of a change intervention on cognitive, affective and behavioral change outcomes over time. It shows that the so far overlooked activation in addition to the valence dimensions of affect in interplay with appraisals is highly relevant to understand behavioral outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

Th-OR-S27-1

**Knowledge sharing intentions and perceived trust of managers among employees in Nigerian industries and organizations**

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**Content:** Knowledge sharing refers to an exchange of knowledge between two individuals: one who communicates knowledge and another who assimilates it. It may also involve two groups or organizations. Knowledge sharing and trust of manager are key phenomena in organizations and they ultimately contribute to the improvement of organizational performance. The literature considers knowledge sharing an important factor for driving creativity and innovation. A number of factors, including trust, have been linked with knowledge sharing but these have been given little attention in previous research. Thus, this study aims to explore the relationship between knowledge sharing intentions and trust of managers among employees in Nigeria. The study involved 46 professional master's students from a large university in Nigeria. The students were drawn from a compulsory course that the author taught at the same university. They consisted of 19 men and 27 women who were middle and senior cadre employees of different industries and organizations in Nigeria. The respondents were required to answer, in writing, questions about their knowledge sharing intentions and perceived trust of their managers. Data in form of the professional students' answers are being analysed so as to figure out the relationship between the respondents' knowledge sharing intentions and trust of their managers. Psycho-demographic variables such as gender, years of work experience, ethnicity (tribe), and designation (as they relate to knowledge sharing intentions and trust of manager) partly form the bases for the study's data analysis. Overall, preliminary results showed substantial diversity in respondents' knowledge sharing intentions and trust of their managers. Preliminary results also showed remarkable variations in the reasons adduced by respondents for some of their (respondents') initial answers. These initial results of the study indicate that firms should put in place incentives that will make employees effectively share their knowledge and trust their managers. Managers should also encourage and support employees to seek information and knowledge from other colleagues. As well organizations could provide support for employees to establish trust relationships with their colleagues, managers, and followers.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

Th-OR-S11-2

## **Impact of Civility at Work on Portuguese Healthcare Professionals' Work Engagement and Mental Health**

T. Laneiro\* and Tito Laneiro, Luisa Ribeiro, Martina Nitzsche

### **Content: Purpose**

Research has increasingly highlighted the detrimental effects of workplace incivility. However, less attention has been given to the effects of civility at work, defined primarily by the presence of four positive features in the work environment: mutual respect and acceptance, cooperation, supportive interpersonal relationships, and fair conflict resolution.

### **Design/Methodology**

This study is part of an ongoing person-centered intervention project, with time-lagged mixed methods assessment, designed to improve the quality of interpersonal relationships, and health and well-being of healthcare professionals in nine Portuguese hospitals. The current study investigates the impact of workplace civility on work engagement and mental health using pre-intervention survey data from 293 healthcare professionals working in one hospital in the Lisbon area (76% female;  $M_{\text{age}} = 35.3$ ,  $SD = 9.9$ ; 60% nurses).

### **Results**

Regression analyses conducted with PROCESS for SPSS confirmed our hypotheses. Workplace civility had significant positive direct effects on both work engagement and mental health, and a significant positive indirect effect on mental health through work engagement. Together, workplace civility and work engagement accounted for 26% of the variance in mental health.

### **Limitations**

This study used cross-sectional data and therefore precludes attribution of cause and effect among the study variables.

### **Research/Practical Implications**

Results imply that fostering civility at work is beneficial for healthcare professionals' occupational well-being, which in turn has been linked to quality care and patient safety.

### **Originality/Value**

To our knowledge, this is the first study in Portugal to examine the impact of workplace civility on hospital-based healthcare professionals' work engagement and mental health.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

Th-OR-S27-3

**The Burden of Social Network Ties: Exploring Curvilinear Relationships between Advice and Friendship Ties and Interpersonal Citizenship Behavior**

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**Content:** Interpersonal citizenship behavior (ICB) - discretionary behavior targeted at individuals that extends beyond an employee's job description and benefits the organization - contributes to organizational functioning. Surprisingly, research on antecedents of ICB has mainly explored dispositional factors and attitudes but not relational factors. Research that does assess relational factors draws on social exchange theory to predict a linear relationship between relationships and ICB. However, research on social networks – which shows that stronger ties may be more costly to maintain – suggests that this relationship may be too simplistic. Accordingly, we draw on research on tie strength to argue that strong friendship and strong advice ties will evidence a curvilinear (inverse U shaped) relationship with ICB such that employees will engage in higher levels of ICB at moderate levels of centrality in strong-tie networks than at low and high levels. We tested our hypotheses among 130 business school employees in the southwestern US. Variables used in this study were collected using a roster that included the names of all employees and questions about friendship and advice ties as well as ICB. We tested our hypotheses using regression analysis and controlled for demographic variables and weak ties. We found a linear relationship between strong friendship ties and ICB ( $\beta = 1.60, p < 0.01$ ) and that the quadratic term was also significant ( $\beta = -.83, p < 0.05$ ), providing support for the hypothesized inverse U relationship. We did not find significant effects for strong advice ties. Theoretical and practical implications are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

Th-OR-S11-4

**With a Little Help from my Team: Well-Being of People with Disabilities at Work**

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**Content: Purpose** - Future labor shortages are pushing organizations to consider the corporate social responsibility guidelines of the European Commission in employing people with disabilities. To facilitate the socialization and inclusion of people with disabilities, employees are required to go beyond the call of duty by providing a helping hand to their colleagues with disabilities. In this study we build upon social support theory and investigate whether team inclusive behavior positively affects the well-being of employees with disabilities.

**Method** – A survey was conducted in a sample of 167 employees and 55 people with disabilities, nested in 55 teams. Employees self-rated team inclusive behavior, positive and negative affect was self-rated by the team members with disabilities.

**Results** – Regression analysis at the team level showed that team inclusive behavior has a negative relationship with negative affect, but no effect on positive affect.

**Conclusion** - These findings show support for the link between helping behavior and well-being. More specifically, employees with disabilities experience less negative emotions when the team displays inclusive behavior. This indicates that team inclusive behavior might be vital to the workplace inclusion of people with disabilities in inclusive organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Speaking Up and Moving Up: How Voice Can Enhance Employees' Social Status**

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**Content: Purpose**

Employees sometimes hesitate to voice suggestions or concerns to superiors and coworkers because they fear negative social consequences. However, we propose that people may gain, not lose, social status when they speak up. We hypothesize that voice can lead to higher ascribed agency and thus enhances social status in work groups and organizations.

**Design/Methodology**

We conducted a field study to explore the relationship between voice and status and two experiments, in which we manipulated voice and examined the mediating role of agency on status.

**Results**

Our findings supported all hypotheses: Study 1 showed that healthcare team members ( $N = 40$ ) who were more likely to voice were more likely to attain a high-status position in the team than those who were less likely to voice. Study 2 revealed that employees ( $N = 369$ ), who voiced were seen as more agentic and subsequently as higher in status than those who remained silent. Study 3 showed that team members ( $N = 132$ ) who spoke up during a decision-making task were ascribed higher agency and in turn higher status, and had more influence on group decisions than those who remained silent.

**Limitations**

It remains to be tested how voice affects status within ongoing work contexts and over time.

**Research/Practical Implications**

We discuss implications of voice for social perception and consequences for professional advancement within organizations.

**Originality/Value**

We demonstrate for the first time how voice—as a proactive and yet challenging workplace behavior—can help employees to gain, not lose, status at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Organizational Citizenship Behaviour**

Th-OR-S27-4

**Understanding the dark side of developmental networks using a social capital framework: the mediating role of compulsory citizenship behavior**

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**Content: Purpose:** Individual career advancement and success of men and women is usually achieved by gaining information, help, or resources from different people in their developmental networks: from superior, peer colleagues or subordinates in the work, or from family members and friends in other fields (Higgins et al, 2001; Kram, 1985). However, individuals might also show compulsory citizenship behavior (CCB) in order to maintain these reciprocal relationships in developmental networks due to social pressure of reciprocal obligation (Peng, 2012; Vigoda-Gadot, 2006, 2007).

The paper aims to explore the relationship between individuals' developmental networks and outcomes (i.e. job performance, intention to leave, career satisfaction) within a social capital framework. Specifically, at the level of structural dimension (centrality), the relational dimension (strong/weak ties) and the cognitive dimension (homophily) are considered. Focusing on the dark side of developmental networks we hypothesize that these networks can contribute to compulsory citizenship behavior (CCB) which in return can contribute to increased intentions to leave, lower job performance and lower career satisfaction.

**Design:** A model, which incorporates the structural, relational and cognitive dimension of developmental networks as antecedents to job related outcomes is proposed. A survey method approach is used in this study with cross-sectional data collected from Ireland and China together with alters information in ego's networks. The data from alters and ego were matched and the model was assessed using a structural equation modeling methodology.

**Results:** Data collection is currently undertaken and the hypotheses will be tested soon.

**Limitations:** This study uses cross-sectional data. However is also includes supervisory data on job performance.

**Implications:** In practice, individuals should note the differences for male and female employees with different networks in career advancement, and the impact on personal performance and career satisfaction.

**Originality:** This study is the first one to combine a structural perspective, relational and cognitive perspective on developmental networks. It explores antecedents of CCB, which expand the wider understanding of CCB and the role of social pressure in abusive supervision. This is especially noteworthy in the context of the Chinese sample employed, as most developmental network and CCB research has been done in western contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Organizational Citizenship Behaviour**

Th-OR-S11-1

# **When do Workers Engage in Organizational Citizenship Behaviors? A Process-Oriented Approach**

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**Content:** *Purpose:* We examined why people engage in Organizational Citizenship Behaviors (OCB). Drawing from Conservation of Resources theory, we expected between- and within-person fluctuations in resources, represented by need satisfaction, to relate to between- and within-person fluctuations in OCB.

*Design/Methodology:* Seventy-four participants filled out a daily diary study for eight consecutive working days, measuring their daily level of OCB, autonomy, competence, and relatedness need satisfaction ( $N=616$  observations). To account for the hierarchical structure of the data, multilevel regression analyses were performed.

*Results:* In line with our expectations, individuals who were on average higher in need satisfaction performed on average more OCBs. The same pattern held true over time. At the within-person level, higher momentary levels of need satisfaction related to higher levels of OCB. Over time, we found that changes in the level of need satisfaction over the eight-day period were positively associated to changes in the level of OCB. Finally, when looking at the impact of the individual needs, the most important need proved to be need for autonomy.

*Limitations:* Our sample was restricted to volunteer workers.

*Research/Practical implications:* Our results showed that higher levels of need satisfaction were associated with higher levels of OCBs, both at the between- and within-person level. Hence, these results imply that work environments that support employees' resource attainment can enhance acts of OCB.

*Originality/Value:* Our focus on the evolvement of OCBs over individuals and over time gives us a more complete account of not only who engages in OCB but also under which circumstances.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational climate***

Sa-OR-S115-3

## **The Mediating Effect of Socio-Moral Climate on Servant Leadership and Spiritual Well-Being**

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### **Content: Purpose**

Socio-moral climate (SMC) is a construct of organizational climate based on Kohlberg's theory of moral education and assesses organizational behaviors hypothesized to promote the development of moral standards among organizational members. Servant leadership with its strong ethical orientation is assumed to be especially effective for fostering SMC. This study investigated the effects of servant leadership on the socio-moral climate and the spiritual well-being of followers in a non-profit/religious setting.

### **Design/ Methodology**

Data were collected from 354 staff and volunteers of 53 Catholic parishes in the mid-western US. We assessed perceived servant leadership (35 items; Sendjaya, Sarros & Santora, 2008;  $\alpha=.98$ ), SMC (21 items; Pircher Verdorfer, Steinheider & Burkus, 2014;  $\alpha=.95$ ), and Spiritual Well-Being (20 items; Fisher, Francis & Johnson, 2000;  $\alpha=.92$ ).

### **Results**

Besides strong relationships between servant leadership and SMC ( $\beta_{std.}=.83, p<.001$ ) and spiritual well-being ( $\beta_{std.}=.29, p<.001$ ), SMC was positively related to spiritual well-being ( $\beta_{std.}=.21, p<.05$ ), and partially mediated the effect of servant leadership on spiritual well-being ( $\beta_{std.}=.46, p<.001$ ). Additionally, SMC moderated the relationship between servant leadership and spiritual well-being ( $\beta=.15, p<.001$ ).

### **Limitations**

The cross-sectional design and the use of self-report data.

### **Research/Practical Implications**

Leadership and organizational climate can affect directly and indirectly follower's ethical behaviors and well-being, as demonstrated in the study, and organizational contexts can shape followers' behavior and organizational outcomes.

### **Originality/Value**

To our knowledge, this study is the first to examine the effects of servant leadership and organizational climate on followers' well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational climate***

Sa-OR-S115-4

#### **Further developing the Psychosocial Safety Climate tool by applying cognitive interviewing**

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**Content:** Psychosocial Safety Climate (PSC) is a specific dimension of organizational climate referring to shared perceptions regarding policies for the protection of worker psychological health and safety (Hall, Dollard & Coward, 2010). Based on earlier experiences with the available PSC tool, this project aimed at developing the tool further by applying cognitive interviews. The research questions to be investigated are: Is the PSC construct sufficiently covered in the available tool? Are there items in need for rewording due to low comprehensibility among respondents?

The original English PSC items were translated into German and thoroughly revised by experts on work and health, focusing on differences in legislation (e.g. industrial relations) as well as in the meaning and practical use of terms, e.g. "psychological health". Moreover, items were added to obtain wider coverage of the underlying dimensions. Cognitive interview techniques (think-aloud and probing) with 25 employees of different occupations, tenure and age were applied on this enhanced version of the PSC instrument. Based on feedback from participants in these cognitive interviews, a preliminary revised version of the PSC tool was compiled. In order to obtain quantitative information on this PSC version, it will be used in a large study on several companies to empirically test its reliability and validity in a second step.

This contribution demonstrates the benefits of cognitive interview techniques in instrument development of the PSC tool to obtain items that are comprehensible for employees in different political and cultural contexts, thereby promoting the cross-cultural use of the PSC concept.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Organizational Structure, Culture and Climate***

### ***Organizational climate***

Th-OR-S53-4

#### **Predictors of four types of organizational silence**

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#### **Content: Purpose**

Organizational silence refers to self-restraint in expressing one's opinions, beliefs and emotions in reaction to the improper behaviours of others, bad decisions of the supervisors and transgressions of moral principles. There are four reasons to keep silence in organization: fear of negative consequences (acquiescence), belief that speaking up does not change the situation (quiescence), protection of face and interest of other people (prosociality) and protection of one's own interest (opportunism). It is assumed that attitudes toward organization and job would influence the decision to be silent.

#### **Design/Methodology**

To test the hypothesis the four studies were conducted with the total number of  $N=1,671$  participants, recruited from different organizations.

#### **Results**

The first study shows that affective commitment is negatively correlated with acquiescent silence and less strongly with quiescent silence. The second study brings the evidence that overall job satisfaction and work engagement let to predict all types of silence (except prosocial silence in case of work engagement). Similarly role conflict and ambiguity and role overload (Study 3), with the weakest relationship for prosocial silence. Burnout (exhaustion and cynicism) (Study 4) is one of the most strongly predictor of all four types of silence.

**L i m i t a t i o n s**  
Longitudinal studies to confirm the causal relationships between employees' attitudes and organizational silence are needed.

#### **Research/Practical Implications**

The practical implication of the study is pointing to the antecedents of silence which is one of the main obstacles of innovation and participation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Structure, Culture and Climate***

***Organizational climate***

Th-OR-S56-6

**Creative organizational climate and management innovation: A needs-supplies fit perspective**

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**Content:** This research proposes a Person-Environment fit approach to innovation in the management domain. It investigates whether managers tend to develop more innovative behaviors when their organizations supply them with the kind of creative organizational climate they need (Needs-Supplies fit). To address this issue, a theoretical model has been tested postulating that several variables (work satisfaction, risk propensity, creative self-efficacy and organizational commitment) mediate the effects of NS fit on innovative behaviors.

To test NS fit, a sample of 180 French managers from diverse organizations completed a creative climate questionnaire twice (Caroff, Massu, Krasteva, & Houssin, 2015), first to assess their personal needs, then to assess needs fulfillment by their organizations. Also, they completed the scales respectively assessing the mediating variables postulated in the model. Following Edwards and Cable (2009), polynomial regression analyses were used to test NS fit, and mediating variables were tested by means of path analyses. Results show that when organizations provide an adequate level of resources to satisfy their needs, managers express significantly more satisfaction, self-efficacy and commitment; and, in turn, report adopting more creative behaviors. However, the mediating effect of risk propensity was not significant.

Such results extend those from earlier studies that tested the formal theory of person–environment fit in the context of innovation in organizations using a different experimental procedure (Choi, 2004; Choi & Price, 2005; Livingstone, 1997). One limitation is that participants' implication toward creativity was not addressed, although it could impact their awareness of their needs to be creative.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational climate***

Th-OR-S3-1

## **Do They See Eye To Eye? Manager and Employee Perceptions of Organizational Climate**

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### **Content:**

#### **Purpose**

Extant research on organizational climate has predominantly focused on employee perception and examined its effects on organizational outcomes. This study aims to extend the literature by including the perception of managers. We propose that managers' perceptions of procedural justice climate and service climate influence those of employees', which in turn affect store performance. We also propose that communication between employees and managers is a boundary condition of the effect of manager perception on employee perception.

#### **Methodology**

We examined the proposed model with data from 591 employees and 174 managers of 49 restaurants in China. Employees evaluated procedural justice climate, service climate and communication. Managers evaluated procedural justice climate, service climate and store performance. The analysis was conducted at the store level.

#### **Results**

Results show that managers' perceptions of procedural justice climate and service climate were positively related to employees' perceptions of the two climates, both of which were in turn positively related to store performance. Furthermore, communication between employees and managers moderated the effect of manager perception of procedural justice climate, but not service climate, on employee perception.

#### **Limitations**

The use of a small Chinese sample might limit the external validity of our findings.

#### **Implications**

Our results highlight the importance of managers' perceptions of procedural justice climate and service climate and their influence processes on employees' perceptions. Our results also identify a boundary condition of the effect of managers' perception of procedural justice climate.

#### **Value**

This study opens door for future research to study management perspective of organizational climate.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Organizational Structure, Culture and Climate**

### **Organizational climate**

Sa-OR-S115-1

### **Restoration of organisational climate: An advanced (in)civility model and measure of experienced, instigated and observed workplace incivility**

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#### **Content: Purpose**

To test the Experienced, Instigated and Observed Workgroup Incivility Scale (EIO-WIS), as part of the Organisational Socio-Ecological (In)Civility model (OSECM).

#### **Design/Methodology**

As part of a larger study into leadership and civility climate, the EIO-WIS tested part of the OSECM. Quantitative methods sampled Australian education-based employees, once ( $N=154$ ). A valid time referend ( $>2$  weeks,  $<1$  year), and four reliable experienced incivility items, ( $\alpha=.79-.86$ ,  $p<.01$ ; Matthews & Ritter, 2015, p. 11) were adapted to measure the frequency of three types of incivility identified by Holms et al. (2015). Parallel analysis (O'Connor, 2000), and factor analysis identified a previously unreported 2-factor within workgroup solution.

#### **Results**

Parallel analyses identified two factors ( $\lambda > 1.0$ ). ML estimation with Oblimin rotation and Kaiser normalisation found two original factors (loading  $>.40$ , KMO=.84,  $\chi^2_{(55)} = 973.5$ ,  $p<.001$ ,  $h^2=.26-.86$ ,  $\beta=65.5\%$ ). Factors were interpreted as, *enacted (sent and received) workgroup incivility* ( $\beta = 27.7\%$ ,  $p<.001$ ,  $\alpha=.83$ ), and *vicarious (observed) workgroup incivility* ( $\beta=13.0\%$ ,  $p<.001$ ,  $\alpha=.92$ ). EIO-WIS scale reliability was  $\alpha=.90$ .

#### **Limitations**

Cross sectional, sample size, self-reported data, experimental model and measure.

#### **Research/Practical Implications**

Extends existing knowledge. A new multilevel (*enacted* and *vicarious*) measure of experienced, instigated and observed workgroup incivility. With further validation, practitioners may design more effective interventions to support employees effected by incivilities within workgroups.

#### **Originality/Value**

The EIO-WIS and OSECM are original logical extensions of current practices. They synthesise, extend and improve on existing problematic research, enable within workgroup incivilities to be measured and interpreted, and may enable increased effectiveness of future interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational climate***

Sa-OR-S115-2

## **Organizational Political Climate Enhance Political behaviors in the Public Sector**

### **Organization: the role of Trust and Affective Commitment**

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**Content: Purpose:** This paper aims to understand how organizational political climate as a contextual antecedent contributes to individual engagement in political behavior and the moderating role of organizational commitment and trust in local government organizations.

**Methodology:** We used mixed method integration (Creswell, 2014) and '*explanatory sequential mixed methods design*', employing both interviews and surveys. We collected data from 217 managers and employees and did 16 interviews. The data were collected and the sequential quantitative and qualitative results were explained.

**Results:** Our results suggesting that political climate related to political behavior and both trust and affective commitment have negative relationship with political climate. Trust moderated between political climate and political behavior, but affective commitment moderated between political climate and political behavior only for women.

**Limitations:** The data used in this study were collected from a single source, thus it is possible that the findings may be partly affected by common method bias. Also, all the respondents in this study were from one country, raising questions as to the findings' generalizability.

**Practical implications:** We suggest HR practitioners and managers use the model to gain insights into their organizational political climate by implementing practices aimed at fostering a functional and positive political climate and also cultivating employees' subjective experience in the workplace.

**Originality:** By suggesting mixed method design to study the contextual-organizational antecedent (perception of political climate) for political and individual engagement in political behavior, we may potentially expand the theory of organizational politics.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

Th-OR-S10-3

**The Relation between Employee Impostor Feelings, Organizational Identification, and Counter-Productive Work Behaviors**

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**Content:** Purpose

This study aims to contribute to Positive Organizational Behavior by focusing on the dark side of employee behavior. Specifically, this study investigates the effects of impostor feelings on perceptions of one's work context and, in turn, on attitudinal outcomes (i.e., organizational identification) and behavioral outcomes (i.e., counter-productive work behaviors). This study aims to investigate whether feelings of impostor may be an individual level determinant of how employees perceive and respond to their work. The impostor phenomenon refers to intense feelings of intellectual and professional imposture. Such individuals experience low sense of pride and inability to acknowledge their accomplishments at work. They are incapacitated by feelings of inability to meet work demands and emotional exhaustion. Impostor phenomenon may have detrimental effects on employee well-being as well as trigger dysfunctional attitudes and behaviors.

**Design/methodology**

A cross-sectional survey study was conducted. Participants were public sector employees (N = 1075)

**Results**

Regression analyses revealed that employees' perceptions of the work context were influenced by their feelings of imposture. In turn, perceptions of work context were associated with behavioral and attitudinal outcomes.

**Limitations**

Study is conducted in public domain.

**Research/Practical Implications**

Individuals who are prone to impostor tendencies may experience lower organizational identification and may be more likely to engage in dysfunctional work behavior. Impostor tendencies should be taken into consideration during selection and development.

**Originality/value**

Few studies investigate impostor phenomenon and how employees' impostor feelings influence their perception of and reaction to their work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

Th-OR-S6-4

**Future of workplace commitment: key questions and directions**

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**Content:** This position paper posits that integrating the changing nature of work with workplace commitment is crucial in understanding employee commitments in contemporary workplaces. Yet, for the field of workplace commitment to stay relevant it is necessary to look beyond what is currently daily practice and to envision what may be. Identified in the EAWOP Small Group Meeting and representative of the changing nature of the way people work (Cappelli and Keller, 2013), the paper focusses on commitment in relation to two elements of contemporary work settings: (1) 'Boundaryless work', and (2) 'Temporary work'. With work increasingly taking place beyond the boundaries of the organisation, the organisation often cannot and should not be the primary target of commitment. Particularly in contemporary work settings employees are found to have high levels of commitment to a large set of workplace targets. A variety of competing theories and models used to reveal the nature of interactions between commitment to multiple targets. Providing a state of the art, we may state that the 'common' theories of social exchange and social identity seem limited, particularly in showing insight into employee attitudes and behaviours in temporary employment. An overview is provided on how the field of workplace commitment is starting to unpack the potential conflicts, synergy, interactions, and substitution between commitments to multiple and temporary targets. On the basis of this overview we identify 10 key questions, share an agenda for most promising directions for future research and include recommendations for practice.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

Th-OR-S6-2

**Exploring latent profiles of current and residual organizational commitments, and their correlates**

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**Content: Purpose**

With increasingly boundary-less and fragmented careers, employees are more likely to be members of multiple organizations over time. This study aims at extending the literature on multiple commitments beyond the scope of extant research by incorporating that individuals may be committed to an organization even after membership has ended (i.e., “residual” commitments). We also contribute to the growing body of research on commitment profiles by expanding its conceptual framework, but also by helping explain the process of commitment profile formation.

**Design/Methodology**

Adopting a person-centered modeling approach, we extracted latent profiles of commitments, conducting finite mixture analysis of commitments across targets in Mplus. We also estimated correlates of latent commitment profiles.

**Results**

Based on preliminary results, we can provide some insights to the understanding of commitment formation and contribute to the understanding of residual commitment. Individuals could be allocated to different commitment profiles, which were correlated with various variables of interest, such as tenure with both organizations, as well as the circumstances under which individuals switched employers.

**Limitations**

Causal inference is limited due to the non-experimental design of our study.

**Research/Practical Implications**

Residual commitment may be helpful in understanding the formation of commitment in a workforce that increasingly switches between employers. Understanding and (temporarily) committing these individuals is of interest for research and practice.

**Originality/Value**

This study is the first to combine the residual perspective on commitment with a person-centered approach and the formation of commitment. It illustrates how residual commitment co-occurs with other commitments.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Organizational commitment and identification***

Th-OR-S10-1

**Workgroup justice climate and workgroup commitment: Examining the role of social exchange**

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**Content: Purpose**

Prior research on justice mainly focused on justice emanating from those who have power over the justice recipient (i.e., the supervisor or the organization) (Rupp and Cropanzano, 2002). However, people are sensitive to other sources of justice including those who do not have any formal power over them such as coworkers (Li et al., 2013). The consequences of justice stemming from coworkers, called workgroup justice, are still underexplored. In this research, we test the mediating role played by social exchange (captured by team-member exchange) in the workgroup justice - workgroup commitment relationship. Moreover, we also examine the moderating role of leader-member exchange on the relation between workgroup justice and team-member exchange.

**Design/Methodology**

To test these assumptions, we surveyed 183 employees belonging to 31 workgroups.

**Results**

Multilevel analyses conducted with HLM supported all hypotheses. Team-member exchange mediates the workgroup justice - workgroup commitment relationship. Moreover, leader-member exchange moderates the relationship between workgroup justice and team-member exchange.

**Limitations**

Data were collected through a cross-sectional design.

**Research/Practical Implications**

By stressing the importance of social exchange with both colleagues and supervisors, this study calls for more research on justice which integrates cross-foci variables.

**Originality/Value**

This study expands our knowledge of justice emanating from coworkers by demonstrating the role played by social exchange.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

Th-OR-S6-3

**LMX differentiation and team identification: A complex relationship**

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**Content: Purpose**

Although it has long been recognized that team identification is a key ingredient of team potency and success, little work has still been done on the elements that foster this deep self-defining bond between an individual member and his/her team. Using leader-member exchange (LMX) research and social identity theory, we attempted to cast light on the dynamics of the relationship between the supervisor and team identification. We developed a multilevel model to test the mechanisms through which LMX quality, relative LMX, or the meso-context of differentiation, and LMX differentiation, or the macro-context of differentiation at the team level, simultaneously, affect team identification.

**Design/Methodology**

We tested our hypotheses on a sample of 235 dyads employees-supervisors from a large Canadian company that designs and produces high technology products. The hypothesized model was tested using multilevel structural equation modeling in MPLUS.

**Results**

Results supported (1) a positive effect of LMX quality on team identification at the individual level; (2) a positive moderating effect of relative LMX on this previous relationship; and (3) a negative effect of LMX differentiation on team identification at the team level.

**Limitations**

The study does not examine the mechanisms that could account for the effects reported, such as social comparison processes and justice perceptions for example.

**Research/Practical Implications**

These results imply that supervisors must be aware of the double-edged effects of differentiation on members' team identification.

**Originality/Value**

To our knowledge, the study is the first to highlight the critical role of LMX differentiation on team identification.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational commitment and identification*

Th-OR-S10-2

**The effects of social comparisons on intent to quit: The mediating role of organizational support and identification**

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**Content: Purpose:** Social comparisons play an important role in Organizational Support Theory, despite the fact that they have not been systematically integrated into such theory. Focusing on this issue, in this study we propose a new construct, namely, Relative Perceived Organizational Support (RPOS). This construct captures an employee's global perceptions that the organization supports him/her more than others. Moreover, we examine the effects of RPOS on intent to quit and we investigate whether social exchange theory –through POS- and social identity theory –through organizational identification- can mediate the proposed relationship.

**Design/ Methodology:** To explore the above issues we conducted two field studies in which various organizations of the country took part. The first study (259 participants) validated our measurement instrument, while the second study (526 employees) tested our hypotheses.

**Results:** Our results -based on SEM and bootstrap resampling- indicated that RPOS was distinct from other constructs of the existing literature, while it exerted a negative effect on intent to quit. Such relationship was found to be fully mediated by POS and organizational identification. Organizational identification was found to mediate the proposed relationship both directly and indirectly through POS.

**Limitations:** The cross-sectional nature of our study limits our ability to claim causality.

**Research/practical implications:** Our findings indicate that employees form their levels of identification, POS and intent to quit based on social comparison processes.

**Originality/Value:** Our study is the first to integrate social comparisons into Organizational Support Theory by proposing a new construct capturing perceptions of relative organizational support.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

Th-OR-S10-4

**Do CSR activities always promote organizational identification? Organizational identification as pathway between CSR activities and commitment**

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<sup>1</sup>UNIVERSITY OF HAMBURG, Hamburg, Germany

**Content:** Corporate social responsibility (CSR) becomes increasingly important for organizations' public image. Moreover, CSR activities affect employees' work attitudes and performance. Within this process, several mediators were postulated, such as organizational justice and/or organizational identification (OI). Some cross-sectional studies have already investigated mediated relationships between different CSR activities and work attitudes. These studies demonstrated OI as a crucial mediator within these relationships. However, longitudinal studies are still missing for mediated processes of CSR; although longitudinal designs are strongly recommended for an adequate interpretation of mediation effects.

In a two-wave study (time lag: one month), data was collected from 194 employees (online survey). We measured different aspects of perceived CSR activities: workplace health promotion (internal CSR) and environment protection (external CSR). We focused on organizational commitment as outcome. We conducted a path analysis to test our mediation hypotheses.

Both aspects of CSR (t1) were significantly related to OI (t2). Contrary to our assumption, internal CSR was negatively related to OI. OI (t1) was positively associated with commitment (t2). A significant indirect effect between CSR and commitment via OI was supported for internal but not for external CSR.

A larger time lag could be useful because OI and commitment might be more affected in the long term.

CSR activities seem to affect OI quite differently. Aspects such as perceived authenticity of activities should be considered in future research and within implementation of workplace health promotion.

Our findings suggest that results of cross-sectional mediation analyses of CSR differ from results of longitudinal mediation analyses.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Organizational commitment and identification**

Th-OR-S6-1

**Multiple Commitments and Well-Being during Organizational Socialization: Mediated Relationships and Compensatory Effects**

É. Lapointe\*

**Content:** *Purpose:* Building on Role Theory, this paper seeks to examine the role of affective commitment to the organization, the supervisor and the workgroup in predicting newcomer well-being over and above the effect of role stressors (i.e., role ambiguity, role conflict and role overload).

*Design/methodology:* A 2-wave study of a sample of 279 newcomers from a variety of Canadian organizations was conducted.

*Results:* Results suggest that affective commitment to the supervisor and the workgroup both mediate a positive relationship between affective commitment to the organization and newcomer well-being. Affective commitment to the supervisor and the workgroup also interact with each other in predicting well-being such that a high level of commitment to one target compensates for a low level of commitment to the other target. These compensatory effects extend to the mediated relationships between affective commitment to the organization and well-being.

*Limitations:* Self-reported data was used in this study.

*Research/Practical Implications:* Organizational socialization is depicted as a challenging transition for employees. Yet previous research has seldom examined the variables and mechanisms that contribute to newcomers' well-being. This study's results suggest that newcomers' multiple commitment directly, indirectly, and interactively contribute to their well-being beyond the deleterious effect of role stressors. Organizations would be well-advised to promote the development of strong bonds between newcomers and the organization itself, but also between newcomers and organizational insiders.

*Originality/value:* This study represents the first attempt to examine how affective commitment to the organization, the supervisor, and the workgroup jointly affect well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational culture***

Th-OR-S4-2

#### **On the road to culture change – Insights from a case study**

S. Sackmann\*

#### **Content: - Purpose**

In order to survive in an increasingly competitive environment, many established organizations are faced with change including deep change requiring a change in their organizational culture. Based on a dynamic construct perspective of organizational culture (Sackmann, 1990), a dynamic theory of change (Tsoukas, H. & Chia, R., 2002) and action research (Coghlan, 2011), we conducted a longitudinal study with a German based multinational firm to better understand prerequisites for lasting organizational culture change.

#### **- Design/Methodology**

The action research process included 35 interviews with leaders and managers of the organization, 3 data-gathering workshops with a total of 45 people across divisions and functions. These data were complemented by on-site observations, informal conversations and the analysis of a wide range of documents. All data were content-analyzed and the results fed back to top management and all key positions including recommendations for next steps. The effects of implemented actions were observed over a two-year period.

#### **- Results**

The longitudinal research process revealed the importance of the philosophical stance of the top leader, timed action, role-modeling as well as leadership behavior and structural context.

#### **- Limitations**

The results are based on a single case which does not allow for generalizations.

#### **- Research/Practical Implications**

The insights from the study underline the importance of leadership behavior in achieving culture change including its process nature.

#### **- Originality/Value**

Few longitudinal studies exist of a culture change process revealing its complex dynamic nature.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational culture***

Th-OR-S4-1

#### **A competency model to transform organizational culture at a governmental agency in Puerto Rico**

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<sup>1</sup>University of Puerto Rico, San Juan, Puerto Rico

#### **Content: Purpose**

This is a qualitative research/action project that assesses factors associated with organizational culture in a governmental agency in Puerto Rico, developed as an initiative of the agency's labor unions concerned with this matter. The study has two phases: the research component assessing organizational climate and the second, an intervention that includes transformational actions and training.

#### **Design/Methodology**

Labor unions, a professional association, administrators, and the board of directors participated in the design. We conducted in-depth interviews with key informants, document analyses, and 3 focus groups with supervisors and workers. The second phase operationalized a competencies model for public management into training modules for supervisors and workers.

#### **Results**

Barriers and facilitators for efficiency and productivity were identified. Barriers included: politics, bureaucracy, centralization of administration, and lack of flexibility of labor unions. Facilitators include: commitment to the agency, skilled personnel, and lower cost services as compared to the private sector. A training program with 124 supervisors is underway based on a model of competencies and behaviors. Pre-tests show: high leadership and ethics levels, with lower levels of empowerment. Major areas identified for transformation: customer service; purchases; labor complaints. A need to train union delegates emerged for which a training module was designed and facilitated. Findings demonstrate commitment, willingness to change and innovate.

#### **Limitations**

Resistance of high level management and bureaucratic barriers that slow down the process.

#### **Research/Practical implications**

A model of bottom-up –participatory research, that could facilitate transformation of organizational culture in other settings.

#### **Originality/Value**

First time that the competency model for public administration in Puerto Rico is translated and evaluated in a training program.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational culture***

Th-OR-S4-3

## **Culture Change: An Organizational Learning Perspective**

J. Roberts\*

### **Content: Purpose:**

As in several other countries, the healthcare sector in Canada began adopting lean principles from the manufacturing sector in order to improve safety, quality, effectiveness and efficiency. Successful implementation requires a change to organizational culture (Bhasin, 2012). Transforming culture, however, is a complex task; and public healthcare organizations are considered to be difficult to change (Carlström & Ekman, 2012). This three-year longitudinal study on the adoption of lean management system in a Quebec healthcare establishment suggests that culture change is the product of organizational learning which results from dynamic interaction between organizational members and the contextual elements of their organization.

### **Design/Methodology:**

The conclusions of this study are the result of action research. This methodology embodies “the powerful notion that human systems can only be understood and changed if one involves the members of the system in the inquiry process itself.” (Coghlan, 2011, p. 58)

### **Results:**

The implementation of an integrated management system constitutes culture change. The dynamic model of Hatch (1993) illustrates how this change represents organizational learning.

### **Limitations:**

Due to the nature of the study the results may not be generalized.

### **Research and Practical Implications:**

The in depth longitudinal case study refines the conception of culture change as a dynamic process of learning, while facilitating the desired change within the organization.

### **Originality/Value:**

The study provides a description of the implementation process of a lean management philosophy, which is a key and under investigated issue in the scientific literature (D’Andreamatteo, Ianni, Lega and Sargiacomo, 2015).

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Organizational Structure, Culture and Climate***

### ***Organizational culture***

Th-OR-S4-4

#### **Developing a culture and leadership assessment tool for primary health care in England**

J. Fernando\*, M. West

**Content:** A key component of health care in all national systems is primary health care – the first port of call for patients or service users seeking help. In England, primary care is provided by approximately 8,500 independent general practitioner practices (GP Practices), run for the most part by ‘family doctors’ with employed staff. The functioning of these entities is critical to the quality of health care in the country overall since GP practices are not only the first port of call for people but also the gatekeepers for specialist health care services. Previous research demonstrates the importance of both leadership and team working in primary health care to both health care quality and innovation (Poulton & West, 1993; Slater & West, 1999; West & Field, 1995).

To assure the community about the quality of services provided by primary health care, a system of inspections of GP practices has been introduced nationally, entailing visits by teams of inspectors to each of the 8,500 practices in the country. The regulatory agency responsible for these inspections, the Care Quality Commission, has responded to advice from a work psychology perspective that these inspections could be at least augmented and at best largely replaced by the use of well-established self-assessment instruments in GP practices.

This paper describes the development and application of an instrument: the Practice Leadership Assessment Tool (PLAT). Using theoretical models from the work psychology literature (West, Tjosvold, & Smith, 2003; West 2012), the PLAT was developed to assess the following dimensions: team working, managerial support, work engagement, climate of compassion, work pressure, quality of care, patient-focus, bullying and harassment, discrimination at work, burnout and work-life balance. The paper describes the testing of the PLAT with practices throughout England across two piloting phases. The analysis involved factor analyses, concurrent and predictive validity tests using the reports from inspectors and further refinement.

We focus particularly on the theme of how the work is making a difference to quality of care by describing the development of the work with the regulatory agency and the use they intend to make of the instrument in the inspection process in order to ensure the delivery of high quality, continually improving and compassionate care.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational development programmes***

Fr-OR-S95-3

**Relevant causes for mentee retention and non-retention in mentoring programmes**

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**Content: Purpose:** For organizations that implement university mentoring programmes, one of their most concerning features is a high level of mentee non-retention over the course of the programme. The aim of this research is to examine the causes of mentee non-retention in mentoring programmes.

**Design/Methodology:** An exploratory study was carried out to determine the causes of mentee retention and non-retention in mentoring programmes. Information was gathered using both, quantitative techniques (online questionnaire), aimed at participating mentors and mentees; and qualitative techniques, several focus groups were conducted, the participants were selected on the basis of four categories: mentors with mentees who had left the programme during the first meetings; successful mentors (without cases of non-retention among their mentees); mentees who left the programme; and mentees who completed the whole programme.

**Results:** The most common causes of non retention were: causes owing to the competence of the mentor (i.e. difficulties for providing appropriate guidance, lacking knowledge, or a lack of interest in the programme,); organizational issues (i.e. difficulty in finding gaps in the timetable for meetings, holding the first meeting very late, high numbers of mentees per group); and inaccurate expectations from mentees (i.e. unrealistic expectations, not seeing a mentor as necessary, lack of information).

**Limitations:** The sample was from the university environment and restricted to a single university, though the organization is very large and study participants belonged to 20 different faculties.

**Practical Implications:** The results have permitted the formulation of proposals to improve the programme and reduce levels of non-retention.

**Originality/Value:** This study is focus on social exchange theory and chases to increase the participation and continuity of mentees

**Disclosure of Interest:** None Declared

**Keywords:** None

*Conflict in organizations*

*Organizational justice*

Th-OR-S53-1

## THE ROLE OF HUMOR IN RECOVERY FROM ORGANIZATIONAL INJUSTICE: A TWO-STUDY INVESTIGATION

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### **Content: Purpose**

Organizational justice research demonstrates that people often react negatively when they experience workplace unfairness, such as 'getting even' with their perpetrator or performing their jobs less effectively (Ambrose & Schminke, 2009). This is not withstanding the impact on individuals themselves which may be emotionally, psychologically and physically adverse (Bies & Tripp, 1996). There have been calls to explore if, and how, employees can recover from workplace unfairness (Barclay & Saldhana, 2015). Drawing on Cognitive-Motivational-Relational theory (Lazarus, 1991) we explore whether the use of humor can mitigate an individual's sense of unfairness.

### **Design/Methodology**

We ran two studies. The first, an online survey investigated the role of humor post-injustice on behavioral and affective outcomes. In study 2, we tested causality through an experimental study using a vignette design with humor (low/high) and justice (unfair/fair).

### **Results**

We show that the use of humor aids individuals in dealing with injustice due to their ability to actively use humor to reduce their emotional responses to stressors.

### **Limitations**

Efforts were taken to capture the role of humor post-injustice through cross-sectional and vignette studies; future research should replicate our findings in real employment conditions.

### **Research/Practical Implications**

Learning to recover from injustice can be an important tool at the individual and organizational level. We posit the role of humor as a coping mechanism at work.

### **Originality/Value**

Building on a nascent area of enquiry, to our knowledge, ours is the first study to explore the utility of humor in a workplace injustice context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Organizational justice***

Sa-OR-S133-4

#### **The importance of procedural justice in Human-Technology-Interactions:**

#### **Cyber-Physical Systems as new decision authorities**

S. K. Ötting <sup>1,\*</sup>, G. W. Maier <sup>1</sup>

<sup>1</sup>Bielefeld University, Bielefeld, Germany

#### **Content:**

##### **Purpose**

Cyber-Physical Systems (CPS) are technological systems that are able to observe, adapt to and communicate with their environment. This enables them to make autonomous decisions concerning the employees interacting with them. These decisions mean changes for the employees that can cause uncertainty and decrease trust in the decision authority. Procedural justice reduces these negative effects and influences work attitudes and behaviors positively, but was so far not considered in Human-Technology-Interactions.

##### **Design/Methodology**

The importance of procedural justice was examined in two experimental vignette studies ( $N_1=79$ ,  $N_2=72$ ) in a 3 (decision authority: human / computer / robot) x 2 (procedural justice: fair / unfair) factor between subjects design. The participants read one of six hypothetical scenarios: In the first study describing a decision about the rescheduling of work tasks, in the second study a decision about the allocation of advanced vocational trainings.

##### **Results**

Multiple regression analyses mainly supported the assumption that, independent from the decision authority, procedural justice is a highly important factor for employees' attitudes and behaviors.

##### **Limitations**

The external validity may be limited because of the scenarios' hypothetical nature and the sample of mainly students.

##### **Research/Practical Implications**

The results imply that principles of procedural justice should be included in system design. Further research should look into mediating factors influencing this relationship in the context of Human-Technology-Interactions.

##### **Originality/Value**

This study is, to our knowledge, the first to address procedural justice and CPS as decision authorities in organizations and to show the importance of procedural justice in Human-Technology-Interactions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Th-OR-S53-2

**Age-related differences in the relations between justice and workplace deviance: A moderated mediation model**

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**Content:** We integrate the multiple needs model of justice with research on aging and motivation to generate novel predictions regarding the relations between organizational justice, emotional exhaustion, and workplace deviance. Specifically, we suggest that different dimensions of justice will be more strongly related to deviance among younger and older employees, and that employee age will moderate the mediating effect of emotional exhaustion in the predicted justice-deviance relations. We conducted two field studies to examine these ideas. As predicted, employee age moderates the inverse relation between different dimensions of justice and outcome, namely deviance (Study 1) and emotional exhaustion (Study 2). We also found that emotional exhaustion mediates the differential effects of justice on deviance, and that this relation also depends on employee age (Study 2). The findings provide support for the predictive validity of the multiple needs and socioemotional selectivity theories, as well as their integration, and provide a more nuanced understanding of the relation between justice, emotional exhaustion, and employee deviance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Organizational justice***

Th-OR-S53-3

#### **Clients' justice perceptions and desirable behaviors: Testing the target similarity model in the academia context**

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#### **Content: Purpose**

This study aims to test the target similarity model in the academia context, by exploring the relation between students' perceived multi-foci justice, their work engagement, and target-similar citizenship behaviors.

#### **Design/Methodology**

In the study, we performed structural-equation modelling (SEM) on a sample of 1513 students.

#### **Results**

The results suggest that students' perceptions of their teachers' fairness directly enhance student citizenship behaviors targeting faculty, teachers, and colleagues. As expected, the strongest link exists between students' perceptions of teachers' fairness and citizenship behaviors targeting teachers. Students' perceptions of their colleagues' fairness raise all measured citizenship behaviors as well. Again, the strongest direct effect is the target-similar one. Additionally, the results suggest that students' perceptions of teachers and colleagues fairness raise citizenship behaviors through enhanced work engagement. Once again, the strongest indirect effects are target-similar ones. Student work engagement fully mediates the relation between students' perceptions of their colleagues' fairness and their citizenship behaviors targeting faculty and teachers.

#### **Limitations**

The cross-sectional design of this study does not allow inferring causality.

#### **Research/Practical Implications**

The results of this research provide worthy insights for both, science and practice, by highlighting the role of teachers and colleagues' fair treatment and work engagement in raising students' citizenship behaviors targeting faculty, teachers, and colleagues.

#### **Originality/Value**

This study extends the target similarity model, along with its cross-foci effects, to an academia context. Additionally, it prolongs the recent streamline of research, which are highlighting the role of clients in the organizational context, to an academia setting.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Sa-OR-S133-1

**Forms of professional recognition, health and well-being at work: worth, equality and humanness at stake**

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**Content:** Purpose: This contribution focuses on professional recognition (PR) and its association with indicators of health and well-being at work. We define PR as the acknowledgement coming from others of the skills and the moral qualities that one perceives to have with regard to the sphere of work. We hypothesise that lack of PR is associated with negative health and well-being outcomes. Moreover, we expect that distinct sub-dimensions of PR (i.e. worth, equality and humanness, Honneth, 2000) differently impact employees' health and well-being.

Design/Methodology: 130 workers (98 women; mean age = 42.2, sd = 11.46) filled a questionnaire measuring, inter alia, PR (Renger & Simon, 2011), self-esteem (Tafarodi & Swann, 1995), and satisfaction at work, stress and somatic stress (COPSOQ II, Pejtersen et al., 2010).

Results: Linear regression analyses showed that the PR global score is highly associated with all the health and well-being indicators. Backward linear regression analyses provided evidence that the lack of recognition of equality is the sub-dimension that is most strongly associated with employees' health and well-being.

Limitations: The present study is cross-sectional. Longitudinal studies should be performed in order to better assess the actual causal direction of the link between PR sub-dimensions and health and well-being at work.

Research/Practical Implications: HR and organisational decision makers should give due consideration to the PR sub-dimensions in order to ameliorate employees' well-being.

Originality/Value: The notion of professional recognition has always been studied as a one-dimensional concept. This study is one of the first to focus on PR sub-dimensions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Organizational justice***

Sa-OR-S133-2

**Are Organizational Justice and Injustice Separate Constructs?**

O. Alkhadher\*, H. Gadelrab

**Content:** Justice literature has recently begun to differentiate between justice and injustice. To address the issue that individuals react differently to justice than to injustice, and the notion that injustice has stronger effects than justice, Colquitt, Long, Rodell, & Halvorsen-Ganepola (2015) have developed new justice violation items that mirror the original Colquitt's (2011) items which show only adherence to rules. They found that reaction to the adherence to the justice rulers reflects different constructs than reactions to the violation of justice rules. To what extent Colquitt et al. (2015) findings are applicable to a non-western culture deserves investigation? Using 1582 Kuwaiti participants, the current study assesses the incremental variance that injustice would explain in distraction and hostility beyond justice measure.

The organizational justice and injustice items were assessed using the Arabic measure of organizational justice (Alkhadher & Gadalreb, 2016). The original scale included 17 items intended to measure distributive (5 items), procedural (4 items), interpersonal (4 items), and informational (4 items) aspects of organizational justice. More 17 injustice items were created measuring the same four dimensions based on justice rule violations. The injustice items were reversed coded of the 17 justice items, not simply negative forms of them. Two dependent variables were used in regression analyses, distraction (6 items, Mayer & Gavin, 2005) and hostility (5 words, PANAS-X, 1999). All measures were assessed by a survey that was administered to employee groups at work.

Both EFA and CFA produced seven factors solution fit to the data (distributive justice; distributive injustice; procedural justice; procedural injustice; informational justice; informational injustice; and interpersonal justice and injustice). Regression analyses indicated that the expected prediction of both distraction and hostility variance is supported, as injustice predicted significant amount of distraction and hostility variance beyond justice measure.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Conflict in organizations***

***Organizational justice***

Sa-OR-S133-3

**Justice sensitivity and illegitimate tasks: Main and moderating effects on self-esteem and counterproductive work behavior**

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**Content: Purpose:** Work tasks perceived as unreasonable or unnecessary, called illegitimate tasks, are opposed to what can reasonably be expected from employees (Semmer et al., 2007). Previous research suggests illegitimate tasks to be negatively associated with self-esteem and positively associated with counterproductive work behavior (CWB). We assume justice sensitivity to moderate these relationships: As a trait, justice sensitivity describes individual differences in perceiving and reacting to injustice. Relations should be stronger for people high in justice sensitivity.

**Design:** Over five workdays, 336 employees participated in a diary study after work. Justice sensitivity was measured beforehand in a baseline questionnaire.

**Results:** Multilevel analyses revealed that unreasonable (but not unnecessary) tasks related to lower self-esteem and to more CWB especially among employees high in justice sensitivity. Additional analyses indicated that showing CWB in response to unreasonable and unnecessary tasks was linked to lower self-esteem.

**Limitations:** Data were assessed with self-reported measures.

**Implications:** This study confirms our understanding of illegitimate tasks as a relevant work stressor and extends it by issues of (in)justice being central to this concept: For justice-sensitive people, illegitimate tasks might represent ambiguous cues, which activate a negative mindset and relate to negative outcomes for themselves and for others. But showing CWB in response to illegitimate tasks with the aim to increase self-esteem proved to be an unsuccessful strategy. Instead, these employees reported lower self-esteem.

**Originality:** As justice sensitivity was primarily examined in experimental studies or non-work settings so far, we successfully transferred this concept into a real work context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational learning***

Sa-OR-S144-2

#### **A new instrument to measure informal learning behavior and learning outcomes of blue-collar workers – as support for organizational learning**

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#### **Content:**

##### **Purpose**

Small and medium-sized enterprises (SMEs) have to cope with globalization effects and with technological and organizational change. Thus, strategic competency development is important, especially for low-skilled blue-collar workers who often do basic manufacturing tasks (Abel, Hirsch-Kreinsen & Ittermann, 2009). However, most of vocational learning takes place informally, routinely and self-directed at the workplace (Eraut, 2011). Surprisingly – considering the practical relevance – researchers have not yet developed any reliable tool to measure informal learning behaviour of those workers.

##### **Methodology**

Within the research project StraKosphere, we developed a questionnaire to measure the self-directed learning of low-skilled blue-collar workers. It is based on the dynamic model of informal learning (Tannenbaum, Beard, McNall & Salas, 2010) and on the qualitative results of employee interviews.

##### **Results**

The new instrument includes the model components learning intention, experience, feedback and reflection. We validated the questionnaire empirically with workers in different manufacturing enterprises to ensure satisfactory values of reliability in terms of internal consistency, content validity and test efficiency.

##### **Limitations**

We adjusted the questionnaire in linguistic form and content to low-skilled blue-collar workers. For other target groups, modifications might be necessary.

##### **Research/Practical Implications**

Decision makers dealing with organizational change in SMEs may use the questionnaire to find out: the content category and extent of workers' current informal learning activities; which ways of self-directed learning methods the workers prefer; how to motivate workers to informal learning behavior; the extent of financial and time benefits the organization gains from informal learning in the long term. Furthermore, the instrument will be the basis for continuative research that focuses on beneficial determinants of informal learning.

##### **Originality/Value**

To our knowledge, the developed questionnaire is the first one in workplace learning research which measures the different components of informal learning in a theoretically well-founded way.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Organizational Change and Development**

### **Organizational learning**

Fr-OR-S99-4

#### **How Employees Perceive Organizational Learning: A Construct Validation of the 25-Item Short-Form Strategic Learning Assessment Map (SF-SLAM)**

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**Content: Purpose.** Originally, the Strategic Learning Assessment Map (SLAM) assesses organizational learning (OL) on five dimensions on a firm-level by addressing managers. However, in a changing world of work, where employees discretely get their job done and increasingly make their own decisions, the employees' view on OL increasingly matters. Hence, we investigated the validity of a short-form SLAM (SF-SLAM) on an individual-level by addressing employees.

**Design/Methodology.** To validate the SF-SLAM, we investigated in a diverse German employee sample ( $N = 434$ ) its reliability, factorial validity, and nomological network, whether high SF-SLAM scores correlate with engaging in innovation related learning activities, behaving innovatively on the job, and showing higher educational level, intelligence, and individual job performance. We analyzed data using structural equation modeling.

**Results.** The SF-SLAM revealed good reliability, constrained factorial validity, and relationships of its five dimensions of individual learning, group learning, organizational learning, feed-forward learning, and feedback learning with variables of its nomological network. Individual learning is the only among these five learning dimension that can be truly distinguished in our employee sample.

**Limitations.** The SF-SLAM's nomological network includes business performance and many more group and organizational level constructs, but we solely tested individual level constructs.

**Research/practical Implications.** The SF-SLAM is quick, useful, reliable and valid to examine individual learning, while the validity of group, organizational, feed-forward, and feedback learning is limited.

**Originality/Value.** Closing a research gap, we shortened the valid, but lengthy SLAM and validated for a first time the SF-SLAM's nomological network in an employee sample.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational learning***

Sa-OR-S144-1

## **Exploring Game-Based Training Simulations as they Inform Learning Outcomes**

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**Content:** Training simulations have been used for decades (Orlansky & String, 1977). These unique environments offer a high fidelity context for employee practice (Agapiou, 2006). Training simulations can be a costly investment (Marlow, Salas, Landon, & Presnell, 2016). However, they remain popular, for mitigating harmful consequences from real life mistakes (Dalla Rosa & Vianello, 2015). Recent research has seen an influx of interest in game based training (Anderson, 2015). Organizations are attracted to the perceived benefits of motivation and engagement (Kirschner & Williams, 2014). However, it is still largely unknown the conditions under which game characteristics influence learning outcomes (Landers et al., 2015).

The purpose of this study is to explore the relationship between two specific game characteristics with learning outcomes and to probe their potential interaction. Despite theoretical interest in these game characteristics, few empirical studies have explored their impact on learning outcomes (Lepper, 1985; Lepper & Chabay, 1985; Parry, 1971). Although some researchers have recently shifted towards similar micro examinations of the links between specific game characteristics and improved training outcomes (Bedwell et al., 2012; Erhel & Jamet, 2013; Kampf, 2014), few have isolated and manipulated specific game characters to improve learning outcomes such as feedback given during the training (Cameron & Dwyer, 2005; Moreno & Mayer, 2005).

This study explores two game characteristics (i.e., rules & goals and human interaction) as defined in this taxonomy by Bedwell et al., (2012). Research findings are presented and practical implications are provided for instructional systems design (Adcock, 2008).

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-OR-S15-1

## **Ethical Leadership and Work Engagement: Mediating role of Perceived Organizational Support**

M. Vachhrajani\*, S. Singh

### **Content: Purpose**

Numerous cases of corporate scams have surfaced in 21<sup>st</sup> century, drawing the attention towards ethical leadership. Changing life styles, increasing work pressures and uncertain environment have made the job of leaders all the more difficult. The leaders today are faced with a challenge of increasing employee outcomes as well as employee wellbeing and none can be compromised. This paper tests the relationship of Ethical leadership with work engagement and health of the employees by examining the mediating effects of perceived organization support.

### **Methodology**

135 managers from India participated in this quantitative study. The average age of respondents was 32.76 years (SD=6.85) and total average work experience was 9.59 years (SD=6.5). Self-developed 21 item scale for Ethical Leadership was used, following the test of Content validity and Confirmatory Factor Analysis. Established and validated scales were used for work engagement, health of the employee and perceived organizational support.

### **Results**

Relationship of ethical leadership with work engagement and health of the employee was fully mediated by Perceived organizational support. The fit indices GFI = 0.935, CFI = 0.948, RMSEA = 0.082,  $\chi^2/df = 1.90$  showed an acceptable model fit.

### **Limitations**

The model tested was a basic model and effects of categorical variables will have to be examined.

### **Implications:**

This study will help in generating insights from India about the consequences of ethical leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-OR-S32-2

#### **I know your integrity, I feel your humility - The distinguished impact of leaders' integrity & humility on followers' cognitive and affective trust**

P. Liborius\*

#### **Content: Purpose**

Prior research indicates that subordinates' trust in their leader is related to his or her integrity and humility. I argue that although leaders' integrity and humility both affect subordinates' trust, integrity is primarily related to subordinates' cognitive trust, whereas humility relates with affective trust.

#### **Design/Methodology**

At this time, the study draws on online survey data (N = 132) from German employees working in different organizations under different supervisors in diverse industries.

#### **Results**

Results support the proposed model, which tested the hypotheses simultaneously by means of structural equation modeling. Integrity significantly predicted cognitive trust but not affective trust, whereas humility significantly predicted affective trust but not cognitive trust.

#### **Limitations**

First, the cross-sectional design of the present study does not allow for interpretations of causality. Another potential issue is a possible common method bias due to obtaining both predictor and outcome variables from a single source.

#### **Research/Practical Implications**

Both, cognitive and affective trust are antecedences for several positive outcomes. Findings implicate that leaders' who want to gain their followers' cognitive and affective trust – to participate on these outcomes – have to show both, integrity and humble behavior.

#### **Originality/value**

This is the first empirical study to examine the distinct effects of two aspects of leadership currently addressed in academic leadership literature. No other study before has empirical examined the relationships investigated in this study. The study therefore, contributes strongly to the leadership scholars and gives suggestions for further research in this area.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-OR-S2-2

### **Leadership, accumulating job demands and presenteeism – A moderated mediation model**

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#### **Content: Purpose**

Leaders, especially in science, have a great impact on employees' health, both directly and by shaping their working conditions. Based on the conservation of resources theory (COR), we hypothesized that the pressure to attend by supervisors has an exacerbating effect on employee's presenteeism, mediated through increased time pressure. COR states that resource loss resulting from dealing with one job demand weakens the resource pool and therefore the capacity to deal with another job demand. Thus, we hypothesized that accumulating job demands interact and moderate the hypothesized mediation.

#### **Design**

Data were obtained from 212 PhD's and postdocs of 30 scientific institutions in Germany. Mediation analysis was performed using the SPSS macro "Process" (Hayes, 2013).

#### **Results**

Pressure by supervisor was associated with higher presenteeism, while increased time pressure explained this effect partially. Moreover, the pressure by supervisor and accumulation of work interacted to predict time pressure, but in an unexpected way. The positive relationship between pressure of supervisor and time pressure is stronger when accumulation is low. Thus, in case of high accumulation of work the pressure by supervisor has only a minor effect on time pressure. Therefore, it is possible that job stressors cancel each other out and do not accumulate.

#### **Limitations**

Results are based on cross-sectional data.

#### **Research/ practical implications**

Threshold models might explain the findings. Moreover, the potential specific patterns for the scientific staff should be considered in absence management.

#### **Originality/ value**

The present study examines the joint effect of leadership and stressors on presenteeism in scientific occupations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Fr-OR-S101-3

#### **Vertical and shared leadership in schools: a diary study on the effects of leadership in teachers daily work life**

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#### **Content:**

**Purpose:** Leadership is known to be a central factor in school quality. So far most studies on leadership in schools were cross-sectional and focused on vertical leadership by the principal. The goal of our study was to shed light on the effects of both vertical and shared leadership in teachers' daily work life.

**Design/methodology:** 72 teachers from 15 schools in Switzerland completed a questionnaire on vertical and shared leadership (Piecha & Wegge 2012). The following 10-day diary study (two measurement points per day) assessed interactions at work, momentary affect, and state work engagement. We used multilevel analyses to deal with the dependencies in the data.

**Results:** We found differential effects of constructive shared and vertical leadership on daily experiences of teachers. Constructive shared leadership was only related to the quality of interactions at work, specifically to a higher satisfaction with the results. Constructive vertical leadership at the school level was related to daily positive affect and state work engagement. There was no relationship with the experience of work interactions but constructive vertical leadership buffered the negative relationship between negative interactions and work engagement.

**Limitations:** The study is based on a limited sample of schools, so far. All the measures are self-reports.

**Research/Practical implications:** The importance of constructive vertical leadership is highlighted. Results may enhance school leadership training.

**Originality/Value:** To our knowledge the research is the first to examine the differential effects of vertical and shared leadership in a school setting.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Outcomes of constructive/destructive leadership***

Sa-OR-S114-1

**The Relationship between Ethical Leadership and Employees' Readiness to Change: The Role of Organizational Culture**

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**Main Abstract Content: The Relationship between Ethical Leadership and Employees' Readiness to Change: The Role of Organizational Culture**

**Purpose** - the purpose of this study is to challenge the conventional one-sided view- adapted by most change management research- that supporting change is all about leadership. The study investigates the impact of organizational culture on the relationship between ethical leadership and employee's readiness to change. Further, the impact of demographic factors is examines.

**Design/Methodology** - Data collected from public foreign trade companies in Egypt (N=378).Two questionnaire versions were distributed on employees and their direct supervisors by which anonymity was guaranteed to guarantee a sincere evaluation of employees to their leader. Structured equation modeling was used to test the research hypothesis.

**Results** - This study provides evidence that ethical leadership positively influences employees' readiness to change and that this relationship is dramatically affected by organizational culture and demographic factors.

**Limitations** - To check generalizability, research findings need to be investigated in other public and private sector industries in Egypt.

**Research/Practical Implications** - Ethical leaders should gradually implant an ethical culture for the sake of gaining their employee's support to change. Also, ethical leaders should formulate change strategies that takes into consideration differences in gender, age, education level, experience, and nature of the job.

**Originality/Value** – considering the shortage in ethical leadership research in a Middle Eastern context, this study provides a deeper analysis and understanding of the influence of ethical leadership on organizational culture and employees' attitudes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-OR-S32-6

## **DON'T Fake It 'Til You Make It: An Experience Sampling Study on Authenticity and Leaders' Well-Being**

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### **Content: Purpose**

The recent focus on positive organizational scholarship in research along with questionable leadership and business practices reported in the media triggered an increasing focus on positive, more values-driven forms of leadership research, such as authentic leadership. While prior research has shown that authentic leadership is indeed associated with several beneficial outcomes for followers, how authentic leadership affects leaders' own well-being remains unexplored. Drawing on the theories of ego depletion and authentic leadership, we hypothesize that authentic leadership predicts leaders' reduced stress and increased work engagement and posit that these effects are mediated by leaders' depletion. Furthermore, we test whether the relationship between authentic leadership and depletion is contingent upon the extent of follower interaction.

### **Design/Methodology**

We collected data from 45 executive managers on ten consecutive working days using an experience sampling method, resulting in 405 overall observations.

### **Results**

We analyzed the data applying hierarchical linear modeling (HLM). The analyses supported our moderated mediation model.

### **Limitations**

Our approach to data collection involved a single-source design based on self-report measures, incurring the risk of common method variance

### **Research/Practical Implications**

Although working and interacting with others consumes energy, our study shows that for truly authentic leaders, such situations can improve their mental well-being. In specific situations demanding extensive interactions with subordinates, authentic leaders can more easily achieve their full potential.

### **Originality/Value**

We advance theory on authentic leadership through an improved understanding of how authentic leadership influences mental well-being of leaders themselves.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Sa-OR-S125-1

**Knowledge of the transformation process as a moderator of the relationship between behavior control and leadership effectiveness**

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**Content: Purpose:** This research examines one aspect of the management process: the function of control (Cardinal, Sitkin, & Long, 2010). Control is viewed broadly as all attempts to ensure individuals in organizations act in a manner that is consistent with meeting organizational goals. Control is categorized into formal modes (behavioral, outcome) and informal modes (clan, self). This paper examines two research questions: i) Which control mode best predicts leadership effectiveness? And ii) do the antecedents of the effective control modes moderate the relationship between the control mode and leadership effectiveness?

**Design/Methodology:** An online survey has been sent to 113 employees in a divisionalised organization in Switzerland. Various measures of control modes have been operationalized: Behavior control, output control, clan control, lateral control and self-control. Leadership effectiveness is measured with three aspects of the MLQ.

**Results:** Leadership effectiveness results from behavioral control and autonomy and self-control but not from output control.

Knowledge of the transformation process moderates the relationship between behavior control and leadership effectiveness.

**Limitations:** There is no deeper insight into the path through which the control mode affects leadership effectiveness.

**Research/Practical Implications:** The findings suggest that leaders should be aware of the modest effects of output control. Results are discussed in terms of future research in strategic HRM.

**Originality/Value:** The study empirically tests the management control framework.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Sa-OR-S148-3

#### **Help me structure my time: the role of leadership in multiple-team membership setting**

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#### **Content: - · Purpose**

Organizations are confronted nowadays with a trend of switching from single to multiple team memberships as a form of organizing (O'Leary, Mortensen & Woolley, 2011). Despite this trend, little is known about how individual members decide to allocate their time among various teams they are part of. In this paper, we explore the extent to which leadership influences the time structuring process of individuals when switching from one team to two teams and the consequences of this process on their subjective well-being (stress) and performance.

#### **- · Design/Methodology**

In an experimental study involving 186 participants, we manipulate leadership (transactional vs. transformational) and allocate individuals to a single-team membership condition followed by a multiple-team condition (where individuals are simultaneously part of two teams).

#### **- · Results**

Our SEM results indicate that transformational leadership influences time allocation decision, such that individuals spend more time in their focal team (the team they used to spend their time with in the past) as opposed to equally dividing their time among the two teams and at the same time they switch more often from one team to another. Both number of switches and time spend in other (than the focal) team increase the level of stress, which in turns diminishes individual performance.

#### **- · Limitations**

It remains to be tested if/how these results generalize to organizational contexts;

#### **- · Research/Practical Implications**

Transformational leadership leads to irrational time-allocation decisions in multiple-team membership setting;

#### **- · Originality/Value**

First experimental study to look at leadership and individual performance in multiple-team membership setting;

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Fr-OR-S57-2

#### **Exploring Leadership and Trust Inside and Outside of the Workplace: A Multi-Domain Leadership Analysis**

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#### **Content:**

##### Purpose

The purpose of the study was to compare the strength of the relationships between two types of leadership (servant and transformational) with two types of trust (cognitive and affective). We predicted stronger relationships between cognitive trust and transformational leadership and servant leadership with affective trust. Additionally, we investigated these relationships within family/friends, community, and work domains, suggesting that servant leadership and affect-based trust would be highest in community and friend/family domains, whereas transformational leadership and cognitive-based trust would be highest in work domains.

##### Design/Methodology:

A 360-degree assessment was conducted in work, community and friend/family domains to determine test the hypotheses. 1,735 respondents rated 172 executive MBA students from the U.S and Ireland. Correlation, regression, and moderation analyses were used to test the hypotheses.

##### Results:

The results supported stronger relationships between cognitive trust and transformational leadership and servant leadership with affective trust in all three domains. Results provided some support to minor differences across three domains.

##### Limitations:

Participants only included executive MBA students in Ireland and the U.S. The relationships were context-dependent and the participants self-selected the raters to complete the survey.

##### Research/Practical Implications:

Leaders can develop the leadership in each area of life, as each domain is transferable and can lead to similar outcomes. Additionally, the reader can gain a better understanding of how leadership evolves beyond organisations' doors.

##### Originality/Value:

To our knowledge, there have been no prior studies comparing TL/SL and their direct link to CT/AT. Additionally, the impact of different domains on leadership outcomes had not been fully explored.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Sa-OR-S125-4

**Leader and peer ethical behavior influences on job embeddedness**

A. Ferreira\*

**Content:** The literature shows that ethical leadership is positively correlated with proactive behaviors and employee effectiveness (Brown, Treviño and Harrison, 2005). However, the consequences of ethical leadership on employees' outcomes are in the initial stages in terms of research (Hansen et al., 2013). Accordingly, the present study, through Hierarchical Linear Models techniques, examined the mediating and moderating contextual variables in the relationship between ethical leadership and job embeddedness using a sample of 277 employees from 40 different companies. Results revealed that ethical leadership is related to job embeddedness and that supervisor support mediated the influence of ethical leadership on job embeddedness. We also found that at the supervisory-level of analysis, peer unethical behavior moderated the indirect ethical leadership-job embeddedness relationship. In sum, we feel that this study has presented an important contribution to the literature on ethical leadership, as well as pertinent implications for management, considering our findings suggest that ethical leadership is related to job embeddedness, an important variable which explains various organizational outcomes (e.g., turnover, job satisfaction and productivity).

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Sa-OR-S107-3

**We are the 99%. Leader separation, employee organizational commitment and workplace deviance.**

C. Pulfrey\*, F. Krings<sup>1</sup>

<sup>1</sup>Organisational Behaviour, University of Lausanne, Lausanne, Switzerland

#### **Content: Purpose:**

Harried managers dream of the secluded office with plush carpet and mahogany desk. But does leader distance, carry hidden inconveniences? Drawing on social and leader distance theory, we hypothesized that physical and status-related distance between management and employees, is negatively associated with employee organizational commitment (OC) and positively related with counter-productive work-place behavior (CWB).

#### **Design/Methodology**

Two survey studies and two experimental vignette studies were carried out with employees from a range of nationalities and professions. The survey studies asked participants to assess tangible indicators of leader distance in their organizations and self-report OC and CWB. Instrumented regression analyses controlled for common-source bias. The experimental studies presented participants with a fictive organization with greater/lesser physical/status-related distance between management and employees. Participants estimated OC and CWB among employees.

#### **Results**

Results of all studies confirm hypotheses, indicating that management distance is associated with lower levels of OC and greater CWB. In addition, the experimental studies revealed that physical separation between management and employees is a greater predictor of CWB than status differences and showed that affective OC mediates the relation between both forms of leader distance and CWB.

#### **Limitations**

Limitations include the use of correlational studies and experimental vignettes for assessing leader distance, self-report or estimated OC and CWB.

#### **Originality/Value**

These findings offer an organizational parallel to sociological research that shows that spatial, class-based segregation is associated with greater violence and resentment. They also present original research backing up the value of the true open-door policy explaining why it is beneficial.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Th-OR-S32-3

**Employees' Sense of Influence and Involvement in the Activities of the Organization**

J. Pawlak\*, M. Adamska - Chudzińska

**Content:** Purpose

In the creation of favorable conditions for triggering a high level of organizational commitment it is important to make use of factors that significantly correlate with it. The article assumes that such a factor is the perception of influence on the organizational reality in employees. The specificity of this factor is expressed in their self-recognition as actors capable to create reality in accordance with their competence and experience. The aim of the article was to verify how the sense of influence coincides with employee involvement in the activities of the organization.

Methodology

To test it we use Allen and Meyer's Organization Commitment Scale and questionnaire: Sense of the Influence at Work (n=541). We have distinguished two ranges of feeling of influence at work: first, involving a possibility for employees to report their own innovative concepts for improving operational processes, and the second, consisting of entrusting employees with a particular degree of autonomy in the workplace.

Results

The results of this study confirmed the hypothesis that increasing employees' sense of influence has a positive effect on their involvement in both affective and loyalty aspects.

Limitations

It remains to be tested the extent to which these results are related to the size, type and aims of an organization.

Practical implication

The research shows that strengthening the sense of the influence of employees has a positive effect on their motivation which in turn may affects their efficiency.

Value

These results may be some help for managers.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Outcomes of constructive/destructive leadership***

Sa-OR-S107-4

**Mere-Listening Effect on Creativity and the Mediating Role of Psychological Safety**

D. Castro\*, K. Lloyd, F. Anseel, A. Kluger

**Content: Mere-Listening Effect on Creativity and the Mediating Role of Psychological Safety**

**Purpose:** To test if listening behavior positively impacts employees creativity and to test if that link is mediated by psychological safety.

**Design/Methodology:** We present five studies. First, in Study 1 and Study 2 we investigate the direct link between supervisor listening and employee creativity, both with a correlational field study free of a mono-method bias, and with a scenario experiment testing the effect of perceived listening on an objective measure of creative performance. Next, we conducted a field study (Study 3), a panel study (Study 4), and a scenario experiment (Study 5) to test the mediation model.

**Results:** We found evidence for the hypothesized effects using self-report, supervisor-report and objective measures of creativity, while excluding alternative explanations such as reversed causality. We also meta-analyzed the results of all five studies for the effect of listening on creativity, listening increased creativity on average,  $\beta = .29$ , 95% CI [.08; .47],  $z = 2.65$ ,  $p = .008$ .

**Limitations:** First, except Study 2 and Study 5 (scenario experiments), the reported studies are correlational and, therefore the ability to infer causality is limited. Second, Study 3 through Study 5 used self-report measures of creativity, which may suffer from self-enhancement bias.

**Research/Practical Implications:** Trainings in organizations focusing on common elements of listening can help develop employee creativity.

**Originality/Value:** Together, our results suggest supervisor listening might be an underrated aspect of managing teams or employees that holds promise to foster creativity.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-OR-S40-2

#### **When the good do bad – The moderating effect of uncertainty on subordinates' reactions toward transgressive behaviour by ethical leaders**

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#### **Content: Purpose**

Ethical leadership style is often found to have positive effects on subordinates' workplace behaviour. Less is known about reactions of subordinates towards a leader with an otherwise ethical leadership style who is showing an act of transgression. It also remains unclear which situational circumstances facilitate the effect of ethical leadership on subordinates' behaviour. Uncertainty is a situational factor that strongly influences a person's perceptions of other behaviours. We hypothesized that subordinates are more sensitive towards transgressive behaviours of leaders normally showing an ethical leadership style. However, the opposite should be true for uncertain situations. Here, subordinates should be less sensitive towards transgressions by ethical leaders than to transgressions by leaders showing no ethical leadership style. The proposed three-way interaction was tested in two studies.

#### **Design/Methodology**

In study 1, the hypothesis was tested in an experimental setup. Participants' uncertainty salience (control vs uncertainty) was manipulated before they read a scenario about a leader (ethical leadership style vs. no ethical leadership style) acting in a certain manner (appropriate vs. inappropriate) towards an employee. Participants then rated how much deviant workplace behaviour they would show if they were the employee. Study 2 was a survey of German employees (without a leadership role) from different occupational backgrounds and organizations. The appropriateness of the current behaviour and the degree of ethical leadership style of their respective leader was assessed. As a measure of uncertainty, we used the perceived current commercial prospect of their company. Affective commitment served as dependent variable.

#### **Results**

Both studies showed the proposed three-way interaction supporting the hypothesis.

#### **Limitations**

Future research is needed to replicate the current findings in other situational settings and longitudinal designs.

#### **Research/Practical Implications**

Results of both studies imply that effects of ethical leaders' actual behaviour should be evaluated on the backdrop of the current situation, e.g. companies' current commercial situation.

#### **Originality/Value**

This study is the first to demonstrate how transgressions by leaders with ethical leadership style trigger different reactions in subordinates based on the current situation of their organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Outcomes of constructive/destructive leadership**

Fr-OR-S92-4

**How Servant Leadership Influences Individual Work Performance**

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**Content:** Purpose: This study is intended to validate a servant leadership measure developed by Liden et al. (2008) for the Czech Republic. We want to contribute by examination of the process by which servant leadership impacts followers – via a partial replication of a study by Humborstad, Nerstad and Dysvik (2014). We investigate a possible curvilinear relationship between servant leadership and individual in-role and extra-role work performance and the moderating role of individual goal orientations. Design: Using a student sample, we will conduct an exploratory and confirmatory factor analysis on the data collected in a questionnaire survey. Servant leadership behaviour was measured using Liden et al.'s scale. VandeWalle's scale was used for goal orientations, Kuvaas and Dysvik's scale for in-role work performance, and Van Dyne and LePine's scale for organizational citizenship behaviour. We will use linear regression for studying moderation effect of individual goal orientations and possible curvilinear relationship. Results: *Still in progress.* The first pilot study (N = 173) showed a sufficient value of Cronbach's Alpha (> 0.80) for servant leadership, goal orientations, and work performance. Results will be finalized during the autumn 2016. Limitations: The study was administered to a student sample and used a cross-sectional design, both influencing its generalizability. Implications: The results of the study support an investigation of servant leadership in the Czech context and provide an insight into the nature of this leadership style adoption. Value: This study tests the validity of the servant leadership measure. It examines a potential curvilinear influence of servant leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-OR-S15-4

#### **Self-other agreement on leadership ratings and the impact on absenteeism**

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#### **Content: Purpose**

Multi-rater feedback instruments, where managers are evaluated by supervisor, peers, and subordinates, are increasingly used in organizations (Fleenor et al., 2010). When using these instruments, the degree of agreement between a manager's self-rating and the ratings of others becomes an issue. It is therefore important to increase knowledge about the relationship between self-other ratings and its outcomes (Fleenor et al., 2010).

In the literature, it is suggested that self-other agreement is related to absenteeism (Yammarino and Atwater, 1997). Empirical evidence on this association is, however, limited. Thus, the aim of this study is to investigate whether self-other agreement on leadership ratings affects managerial absenteeism.

#### **Methodology**

This longitudinal study is based on a survey conducted in 2009, 2012, and 2015. In addition to their self-assessment, managers were rated by their supervisor, peers, and subordinates. Absence data stem from administrative records from 2010, 2013 and 2016. The sample consists of 170 managers from a large Danish municipality. The data are analyzed using polynomial regression modeling across the three periods.

#### **Results**

We expect managers who overrate themselves compared to others to have higher levels of absenteeism.

#### **Limitations**

The link between self-other agreements and employee absenteeism remains to be tested.

#### **Research/Practical implications**

This study highlights the usefulness of multi-rater feedback instruments in predicting managers' absenteeism. Due to its novelty, this study is an important contribution to the SOA literature.

#### **Originality/Value**

To our knowledge, this study is the first to investigate the link between self-other rating agreements and absenteeism.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Th-OR-S32-5

#### **Title: Employees perceived Job Autonomy and rating of superior's managerial competencies**

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#### **Content: Purpose**

Employees perception of job autonomy is considered to be important for employees job satisfaction, intrinsic motivation and job performance. This study explores the relationship between employees ratings of subordinates managerial competencies, employees perception of job autonomy and intrinsic motivation.

#### **Design/Methodology**

Data is collected from group of 482 successful managers (63.5 % males and 36,5 % females) and their employees using validated scales.

#### **Results**

A strong relationship was found between job autonomy and intrinsic motivation amongst the employees, confirming previous findings. A regression analysis found that job autonomy could explain 38,2 % of the variance in intrinsic motivation. Furthermore, positive correlations were found between job autonomy, intrinsic motivation and all the 20 competencies included in the managerial competency model. Most of the correlations were around 0.3. Positive correlations were also found between Employees Job Autonomy and employees rating of superior's performance. The findings indicate that employees perceiving a high level of job autonomy will rate their superior more favourable in general.

#### **Limitations**

The sample of this study was young successful managers. Including a group of ordinary managers in the sample would be useful.

#### **Practical implications**

Focusing on organising the work in a way so that the employees can perceive job autonomy is perhaps even more important than previously though as this also seems to have an impact on how satisfied employees are with their superiors.

#### **Originality/value**

This study provides additional knowledge about the importance of the employees experiences job autonomy in the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Sa-OR-S148-1

**The impact of transformational leadership and interactional justice on performance, organizational commitment and satisfaction with the leader**

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**Content: Purpose** The present study examines follower performance, organizational commitment and satisfaction with the leader, as potential outcomes and interactional justice as a potential mediator of transformational leadership.

**Design/methodology/approach** The study apply a cross-sectional research design where the data was collected from leaders and their followers in business organizations in Norway.

**Findings** Support was obtained for the association between transformational leadership and follower's interactional justice perception. In addition, our study found that transformational leadership behaviors are associated with multifocal effectiveness (performance, OC and satisfaction with the leader) in conjunction with interactional justice.

**Implications** Understanding the role of followers' justice perceptions in transformational leadership provides a base for developing specific intervention techniques aimed at improving the productivity in the workplace and then applied in actual organizational settings.

**Originality/value** The present study provides knowledge on psychological processes that underlie transformational leadership and its effectiveness on follower's performance and attitudes, which contributes to the completion of the transformational leadership theory.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Sa-OR-S148-2

#### **Masking the wrongs of brilliance: The impact of vision and abusive supervision on employee performance**

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#### **Content: Purpose**

We often associate visionary leaders with confidence and accomplishment, however, there is little consensus about how leaders go about successfully executing their vision. In an effort to realize their envisioned future, there have been numerous examples of leaders who have exhibited a certain level of callousness or abusiveness towards their followers. Therefore, the purpose of this study is to investigate the interplay between visionary leadership and abusive supervision—two potent predictors of follower effectiveness—on subordinate task performance.

#### **Design/Methodology**

To test these relationships, participants ( $n = 156$ ) were randomly assigned to a 2 (leader vision) x 2 (supervisory style) between-subjects factorial design. Each participant received a transcript of a visionary or non-visionary CEO speech describing a new organizational venture paired with a set of emails from the same CEO that exhibited either abusive or neutral supervisory behaviours. Following this, participants completed an in-basket performance task.

#### **Results**

Our data revealed that participants treated in an abusive manner by a non-visionary leader displayed the lowest levels of subsequent task performance. Additionally, participants in both visionary leadership conditions performed equally well regardless of the CEO's supervisory style.

#### **Limitations**

Although promising, the generalizability of our results requires further testing in other contexts and workplace situations.

#### **Research/Practical implications**

The study extends previous research by demonstrating that the vision and supervisory style of a leader have an interactive effect on task performance of employees.

#### **Originality/Value**

This study is the first to empirically examine the interplay between abusive supervision and visionary leadership on performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Sa-OR-S125-3

## **Leader-Member Exchange (LMX) and Employee Career Success: The Role of Intra- and Inter-organizational Network Resources**

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### **Content:** - · Purpose

Supervisor support has been demonstrated to benefit employees in terms of their career success. One of the explanations is that supervisors may introduce the subordinates into their social networks which play a crucial role in employees' intrinsic (subjective career satisfaction) and extrinsic career success (objective promotion). In this study, we distinguish between employees' intra- and inter-organizational network resources. Based on social capital and signaling theory, we argue that both types of network resources mediate the relationship between LMX and employees' career success. However, intra-organizational network resources more strongly predict intrinsic career success, because they are proximal determinants of employees' affection reactions. Inter-organizational network resources more strongly predict extrinsic career success, because it sends signals about employees' value from outside of the organization.

### - · Design/ Methodology

We sampled 462 supervisor-follower dyads. Supervisors rated their LMX with subordinates; Subordinates reported their intra- and inter-organizational social network resources and intrinsic and extrinsic career success.

### - · Results

All but one of our hypotheses received support. Contrary to our hypothesis, intra-organizational network resources were not related to employees' promotion, only inter-organizational resources did.

### - · Limitation

The data is cross-sectional, which limits our ability to claim a causal relationship.

### - · Research/Practical implications

The study suggests that to enjoy intrinsic and extrinsic career success, both intra- and inter-organizational network resources are essential.

### - · Originality

The study distinguishes two types of network resources and reveals their differential roles in predicting intrinsic and extrinsic career success.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Sa-OR-S121-2

## **Shaped by Passive Leaders? The Moderated Curvilinear Effects of Experienced Passive Leadership on Executives' Exemplification Tendency**

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### **Content:**

#### **Purpose**

Passive leadership is controversially discussed in organizational behavior literature. Leadership styles like laissez-faire (LF) and management-by-exception (MbE) are found to potentially increase followers' autonomy at the expense of their perception of being adequately led, suggesting more complex relationships on desirable outcomes than simple linear ones. However, as all leaders have been followers themselves, the question as to how being passively led in the past has influenced their understanding of leadership today is crucial to address potential trickle-down effects of passive leadership.

#### **Design/Methodology**

We use well-established measures to operationalize the study's research model, which is tested on a sample of 126 executives enrolled in a global executive MBA program.

#### **Results**

By applying multiple regression analysis, we show that the effects of LF and MbE leadership experienced during one's own followership on executives' exemplification tendency are U-shaped. Moreover, our analyses reveal that these effects are contingent upon the executives' leadership aspirations such that leaders with strong (weak) aspirations are less (more) sensitively affected in their exemplification when being passively led.

#### **Limitations**

Our single-source cross-sectional data do not allow conclusions about absolute causality.

#### **Research/Practical Implications**

Our research shows that experiencing passive leadership may take its toll on how leaders exemplify in their own leadership roles. As such, the findings increase the awareness for trickle-down effects of passive leadership, especially by disclosing individuals with weak leadership aspirations to be particularly sensitive toward passive leadership.

#### **Originality/Value**

This article integrates passive leadership literature with impression management theory and offers an explanation of (anti-)role modeling as to how certain types of leadership may shape future leaders.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Sa-OR-S121-1

## **Revisiting the Link between CEO Transformational Leadership and Firm Performance: A Secondary Data Analysis**

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### **Content: · Purpose**

This study aims to explore the relationship between the CEO transformational leadership and firm financial performance using secondary data to operationalize the studied variables.

### **· Design/Methodology**

We used a random sample comprising 50 CEOs of large, publicly listed US and European companies. We evaluated their transformational leadership drawing upon newspaper articles which were first content analyzed into specific CEO profiles. A panel of four judges rated the CEOs on their transformational leadership using these profiles. Firm performance was obtained from Thomson Datastream.

### **· Results**

We found significant associations between intellectual stimulation, inspirational motivation, and individualized consideration and different financial performance indicators, respectively. These findings remained significant after controlling for firm size and CEO tenure.

### **· Limitations**

Although random sampling of the largest and most established US and European companies was used, the sample was composed of only 50 companies. Also, the secondary data composed of press articles that we used to code the CEOs' leadership styles might be biased based on companies' performance.

### **· Research/Practical Implications**

Despite the considerable methodological difference in assessing the CEO transformational leadership compared to past research, our findings largely support the previous studies about the positive role of CEO transformational leadership for firm performance.

### **· Originality/Value**

We contribute further evidence to the link between the CEO transformational leadership and firm financial performance by relying exclusively on secondary data which allowed us to focus on the world's largest companies. Primary data on these companies' CEOs leadership style would be very difficult, if not impossible, to collect.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

Fr-OR-S89-4

#### **The two faces of respectful leadership and their effects on employee performance**

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**Content: Purpose:** We show the differential effect of horizontal and vertical respectful leadership on follower engagement and performance and investigate how this effect is mediated by the needs for relations, autonomy and competence.

**Methodology:** A field and a panel study were conducted with 79 followers nested in 29 kindergarten departments and 70 pairs of leaders and followers. In Study 1, followers rated the leaders' respectful leadership, as well as their need satisfaction and work engagement. In Study 2, leaders rated followers' OCB and in-role performance. Taking the data's hierarchical nature into account (followers nested in departments/leaders), data were analyzed with multilevel modeling techniques.

**Results:** Results accord with current theorizing on two kinds of respect; there is a positive effect of horizontal respectful leadership on employee engagement and performance mediated by satisfaction of need for relations and of vertical respect mediated by satisfaction of need for competence. Both kinds of respect are distinguishable and have a positive effect on performance mediated by satisfaction of the followers need for autonomy.

**Limitations:** Future research may investigate whether the examined relationship is a causal one by applying a longitudinal design.

**Implications:** The results demonstrate the usefulness of respectful leadership for employee performance. Moreover, they also underline the importance of taking both kinds of respect into account.

**Originality:** This research extends the two streams of research on respectful leadership and on self-determination theory by showing that horizontal and vertical respectful leadership motivate follower engagement and performance by speaking to followers' basic needs in a differential way.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

Sa-OR-S134-4

**Ethics is only good when useful to us: Reassessing ethical behavior considering the leader's group membership**

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**Content:** Brown and colleagues (2005) suggested that the ethical conduct of followers is shaped by the ethical or unethical behavior of the leader because they are seen as role models, due to the central role that leaders occupy within the organization (Hogg, 2001). Unethical leaders have not received much attention, but previous research has shown that ingroup leaders that break the rules are granted a transgression credit, that is, an implicit license to break the rules (Abrams et al, 2013). We aimed to extend these findings to organizations by understanding how it impacts perceptions of team effectiveness and optimism about the organization. In a series of between-participants experiments, we manipulated whether people judged an ethical vs unethical leader, leader's group membership (ingroup vs outgroup), and leader's motivation to behave (self-promoted vs group promoted). Ethical leaders were judged more favorably and positively influenced participants' optimism and perceptions of team effectiveness, especially in the outgroup condition. The impact of unethical leaders was less negative in the ingroup condition, suggesting that attributions for leaders' ethical behavior and its consequences differs depending on group membership. The results also revealed that the motivation for behavior perceived by followers impacts such attributions. However, further research is needed to explore the nature of the attributions and to understand whether the same standards are applied to co-workers. Nevertheless, our research provides experimental evidence to support the argument that ethical leaders reinforce followers' perceptions of effectiveness and optimism about the organization and, simultaneously, could reduce undesirable behaviors towards it.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employment relations**

**Part-time work**

Th-OR-S56-3

**When creative efficacy is being challenged: The relationship between feedback valence and creative performance for crowdworkers**

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**Content: Purpose:** Extending creativity research to the crowdwork setting, this study examines conditions under which feedback may influence crowdworkers' creativity. Recently, platform-mediated employment relationships have emerged. Working in online platform environment comes with a comparatively lack of information and social isolation that traditional work settings may otherwise offer. Against this background, we challenge whether the lack of feedback limits crowdworkers' creativity due to the lack of person-context stimuli (Amabile, 1996). Second, we investigate whether positive feedback fosters higher crowdworkers' creativity, especially among those who possess high mastery goal orientation. Third, we posit that for crowdworkers with low mastery goal orientation, high level of creative efficacy becomes a more salient reference than the received feedback, leading to lower creativity.

**Design/Methodology:** We tested our hypotheses using three-way interaction analyses with 300 participants recruited from a crowdworking platform with a two-stage experimental design (1<sup>st</sup> creative task; feedback manipulation; 2<sup>nd</sup> creative task).

**Results:** Crowdworkers' creative performance was higher in conditions where they received positive feedback during their task than when they received no and/or negative feedback. Neither negative nor positive feedback helped increase the creativity of crowdworkers with high creative efficacy but low mastery goal orientation.

**Limitations:** Although the data set consisted of both subjective and objective measures with a two-stage experimental design, it was collected from one sample, i.e. MTurkers. Thus, we cannot claim the generalizability of the results.

**Research/Practical Implications:** The findings of the current study provide theoretical and practical implications on managing crowdworkers' creativity, an understudied, yet important topic.

References:

Amabile, T. M. (1996). *Creativity in Context*. Boulder, CO: Westview.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-OR-S17-2

#### **The Power of Habits: Perceived Routinisation Benefit Promotes Innovative Work Behaviour**

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#### **Content: - Purpose**

Extended work experience increases task-specific cognitive routinisation such that tasks may be accomplished without requiring attentional control. Whilst routinisation has been seen as detrimental to innovation (e.g., De Jong & Kemp, 2003; Ford & Gioia, 2000), positive associations of routinisation—that frees up mental capacity—with innovation have been shown (Ohly, Sonnentag, & Pluntke, 2006). Moreover, appraising certain job factors as a challenge, rather than a demand, was positively associated with creativity (Ohly & Fritz, 2010). On that backdrop, we investigated if routinisation that employees view as a benefit (i.e. high *perceived routinisation benefit; PRB*), promotes engagement in innovative work behaviours. Also, we explored age differences in the routinisation effect.

#### **- Design/Methodology**

In an experience-sampling study, 141 employees at a City Council rated their routinisation on two primary job tasks and their perceived routinisation benefit. Over five working weeks, participants rated the creativity demands and their creative self-efficacy in a given week.

#### **- Results**

PRB partly mediated the creativity demands-creative self-efficacy relationship; high PBR “buffered” the negative effects of demands. This buffering effect was stronger in older workers.

#### **- Limitations**

Future studies should cover longer time periods to capture routinisation effects on actual innovative work behaviour, rather than on creative self-efficacy only.

#### **- Research Implications**

PRB appears as a crucial, age-sensitive driver of the self-regulation processes linking job characteristics to innovative work behaviour.

#### **- Value**

As an attitudinal variable, routinisation benefit appraisal may be amenable to motivational interventions; thus providing a starting point for trainings that seek to promote innovative work behaviour.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Performance***

Th-OR-S17-3

**Direct and indirect longitudinal relationships among self-efficacy, job performance and career success**

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**Content: Purpose.** The present study examined the longitudinal relations among work self-efficacy beliefs, job performance, and career success. We argued that job performance would mediate both the influence of worker's self-efficacy beliefs on career success and also the influence of career success on subsequent self-efficacy beliefs.

**Design.** The participants were 976 employees of one of the largest companies in Italy, assessed at three time points (i.e., Waves 1, 2, and 3), spaced apart by three years. A cross-lagged autoregressive model was used to investigate longitudinal mediation.

**Results.** Job performance significantly mediated the relationship between self-efficacy beliefs and subsequent career success as well as the reverse influence of career success on subsequent self-efficacy beliefs.

**Research value.** The posited conceptual model explained a significant portion of variance in all endogenous variables and has since it offers important support for a dynamical model explaining the mechanisms turning self-efficacy into career advancement via improvements in job performance.

**Limitations.** There are potential limitations of this study, such as, for example, the use of self-reports and the population examined. However, self-efficacy beliefs are private cognitive states that are necessarily accessible through report by the individuals who hold those beliefs. For sure, in future work, it would be desirable to rely upon multiple methods for assessing job performance. It is important that present findings will be replicated using different samples, as well as in different organizational and cultural contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

Th-OR-S17-4

#### **A workforce development initiative aimed at building the capability and performance of employment advisers working in the UK public employment system.**

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#### **Content: Purpose**

Unemployed individuals struggling with job search or employment related tasks are often found to have deteriorating mental health. The present study set out to design and trial a training model that enables Employment Advisors (EAs) to recognise and respond to behaviours observed in the course of their interactions with individuals that indicate the presence of employment/wellbeing needs and how these should be helped by specific interventions through a coaching or participation in group programmes.

#### **Design/Methodology**

The training was designed following consultations with EAs and national employment policy managers (who requested the event should build on existing EA training, including interview skills and mental health awareness), and reference to the return to work literature. The training package was based on case scenario reviews and the skill development in evidence gathering and weighting, decision making, positive language and reflection. Planned research includes using recordings of EA interviews and (blind) expert group review of EA evidence gathering and decision making.

#### **Results**

Very positive early anecdotal feedback from employment advisers participating in the training trial delivery and trainer handover events – comments addressed listening and including contributions, training content and the learning pathway. Planned research will explore workplace application by EAs, decision reliability and training development (this will be reported at conference).

#### **Limitations**

Small project within a national initiative.

#### **Research/Practical Implications**

Research should indicate training design and delivery effectiveness to have an impact on employment outcomes, advisor capability, and any development requirements.

#### **Originality/Value**

EAs are very experienced in observing job-seeker behaviour and listening to well-being reports but they have not had research/evidence based guidance in assembling evidence to support employment decision making. This will move away from a reliance on mental health awareness to skill based employment advice. This development has the potential to be a major step forward in the provision of employment advice for individuals with wellbeing and mental health needs to enable more people with mental health issues to participate in work opportunities and fulfill their potential.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Performance and productivity***

### ***Performance***

Fr-OR-S60-4

## **Form, Structure, Situation: Integrating Three Theoretical Perspectives to Elucidate the Relation Between Extraversion and Extrarole Performance**

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### **Content: Purpose**

Extraversion involves the degree to which persons are sociable and energetic; tendencies that would appear to have theoretical overlap with extrarole behaviors such as organizational citizenship behavior (OCB) and counterproductive work behavior (CWB). However, past research has found weak and/or inconsistent relationships between these variables. Here we integrate theoretical perspectives on: (a) the functional form of the relation between personality and behavior (curvilinear relations); (b) the structure of personality (the facet-aspect-trait structure); and (c) moderation by trait-relevant features (i.e., trait activation theory).

### **Design/Methodology**

Hypotheses were tested in a sample of 1,010 working adults utilizing multilevel analyses. Our moderator was social orientation importance for the job.

### **Results**

Findings suggest that facets of extraversion explain 38% of variance in OCB (17% of is attributed to curvilinearity), and 26% of variance in CWB, in contrast to weak relations found at the general trait level.

### **Limitations**

Results were highly consistent with trait activation theory at the general trait level of extraversion, but had mixed facet-level findings. This may indicate that matching jobs with broad and narrow traits is an important component to uncovering expected effects of trait activation theory.

### **Research/Practical Implications**

Opposing directions, variability in functional form, and dependence on the extent to which jobs reward high social orientations explains the finding of much weaker relations at the general trait level.

### **Originality/Value**

We integrated three theoretical perspectives on the personality-performance relationship toward the goal of explaining mixed findings from previous research: that extraversion does not show consistently strong relationships with OCB and CWB.

**Disclosure of Interest:** None Declared

**Keywords:** None

## *Performance and productivity*

### *Performance*

Fr-OR-S60-1

#### **Is it really worth it? Looking into the effects of rumination on stress and performance.**

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**Content: Purpose.** Negative events can make a discrepancy between a current and desired status more salient. If this mismatch is perceived as beyond control, one is rather prone to respond in a ruminative way. This study aims to replicate findings concerning the causal dependency between rumination and negative affects and shed lights on the detrimental mechanisms affecting performance.

**Design/Methodology.** In a three-wave longitudinal study we examined N = 104 college students (82% female), who prepared for an important statistic exam.

**Results.** Two cross-lagged panel designs integrating autoregressive effects using Bayesian structural equation modelling reveal that rumination predicts perceived stress and strain at the following point, but not vice versa. Mediation analysis shows that stress mediates the relationship between rumination and performance, with a direct positive effect of rumination on performance and stress, and a negative effect of stress on performance. The total effect is non-significant, whereas the indirect effect is negative.

**Limitations.** Because data were collected in a student sample, findings may not be generalized to organizational participants.

**Research/Practical Implications.** The positive effects of rumination on performance are diminished by the negative effects of stress on performance. This indicates that rumination is not worth the effort and one might use rather alternative cognitive strategies to deal with a problem.

**Originality/Value.** Rumination is an important vulnerability factor for the development of psychopathologies, increased well-being and affected problem-solving. Furthermore, longitudinal research in the field of mundane rumination is rather spare and quite a few studies are placing rumination only in the larger clinical context.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Performance and productivity**

**Performance**

Th-OR-S17-1

**Cognitive ability and trait goal orientation as predictors of adaptive performance: A meta-analytic review**

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**Content: Purpose:** Teams and individuals often have to change their work behavior in order to adapt to new situational demands (adaptive performance, AP). For this reason there has been a growing interest to study AP as an important facet of job performance. We conducted a systematic review of the literature and estimated the influence of cognitive ability and trait goal orientation on AP.

**Methodology:** Separate random-effects meta-analyses were carried out for objective AP scores (usually from experimental studies), and subjective AP ratings (e.g. self-report, supervisor ratings). Moderator analyses were also conducted.

**Results:** While the relationship between cognitive abilities and AP was stronger when using objective AP scores ( $r = .27$ ,  $k = 35$ ) rather than subjective ratings ( $r = .14$ ,  $k = 13$ ), the reverse was true for two of the three trait goal orientations; learning goal orientation ( $r = .13$  vs  $r = .40$ ), and avoidant performance goal orientation ( $r = -.02$  vs  $r = -.37$ ). There was no relationship between prove performance goal orientation and AP.

**Limitations:** Due to data scarcity some of the moderator analyses were based on a very few samples.

**Practical implications:** On the one hand, cognitive abilities predict adaptive performance, which has implications for personnel selection. On the other hand, this relationship is much weaker compared to other facets of job performance (e.g. OCB) and overall job performance. The practical relevance of trait goal orientation seems to be even weaker.

**Originality/Value:** This is the first meta-analysis of cognitive and motivational correlates of AP.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Performance appraisal*

Fr-OR-S60-3

**The Impact of Performance Management Systems on Employee Wellbeing and Performance: Mutual Gains or Conflicting Outcomes?**

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**Content:**

Performance management systems are composed of a variety of Human Resource Management (hereafter: HRM) practices with the purpose of attaining the organization's goals. Advocates argue that performance management systems achieve this purpose by simultaneously improving employees' performance while fostering their wellbeing as well. However, the intervening role of wellbeing is not as clear as intuitively assumed. Moreover, the impact of performance management systems on employee wellbeing and performance might be conflicting and contingent upon which wellbeing dimensions is examined. The present study focuses on employees' psychological and physical wellbeing. We hypothesize that performance management systems increase both employee wellbeing and performance, but that only psychological wellbeing will precede performance. Opposed to these mutual gains, we expect that physical wellbeing and performance are rather parallel outcomes of performance management systems that might conflict with one another. The data came from a sample of 459 teachers and 81 headmasters, working in Flemish education. Structural equation modelling supported the hypotheses. Performance management systems increased both employee wellbeing and performance. While psychological wellbeing mediated the relationship between performance management systems and performance, employees' physical wellbeing and performance were rather independent outcomes of performance management systems. This study contributes to a better understanding of performance management systems, employee wellbeing and performance. Our findings can be used to guide headmasters to implement performance management systems effectively, but also to understand how teachers' psychological and physical wellbeing are affected by it, and is related to their performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Performance appraisal***

Fr-OR-S60-2

#### **Mind your Blind Spot! The bifactor-model of personality and job performance.**

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#### **Content: Purpose**

Connelly & Ones (2010) have demonstrated the impressive advantages of other-ratings of personality for predicting job performance above and beyond self-ratings. However, the specific information of self- and other-ratings of personality has yet not been studied elaborately in the context of job performance. The bifactor-model of personality differentiates three factors: the overlap of self- and other-ratings (Arena), and specific information of self-ratings (Façade) and other-ratings (Blind-Spot). McAbee & Connelly & Oswald (2016) have investigated the relations between Arena, Façade and Blind-Spot with self-presentation and could show the advantages of this differentiated view on personality. In this study, we use the bifactor-model of personality in order to predict job performance ratings.

#### **Design**

On the basis of 206 triplets of employees, colleagues and supervisors, we conducted SEM for each of the Big Five dimensions. We compared a classic division of self- and other-ratings with bifactor models of personality.

#### **Results**

The results show that other-ratings of extraversion, emotional stability, likeability and learning approach predict job performance ratings. Further, the bifactor models show that the factor Blind-Spot is the driving force of the other-ratings' strength.

#### **Limitations**

We don't have a predictive design and have used a particular personality inventory (HPI).

#### **Research/Practical Conclusions**

The results support the bifactor model and explain previous empirical findings for the advantages of other-ratings.

#### **Originality/Value**

This study is the first that applies bifactor models of all Big Five dimensions of personality to the prediction of job performance and gives further insight in the underlying mechanisms of performance ratings.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

Th-OR-S39-1

**Measurement equivalence of the South African Psychological Ownership Questionnaire across generational cohorts**

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**Content:** Purpose:

The aim of this study is to investigate the configural, metric and scalar equivalence of the South African Psychological Ownership Questionnaire (SAPOS) across different generational cohorts.

**Design/ Methodology:**

A quantitative research methodology was used. A preliminary single group confirmatory factor analysis was conducted as a measure to test to which extent the data fits the proposed measurement model in respect of the three generational cohorts (baby boomers, generation X and generation Y). A set of hierarchically nested models that successively increased the number of equality constraints was used to test the equivalence of the constructs in respect of the groups. A chi-square difference test was applied to determine whether the difference between the models was significant.

A non-probability convenience sample of 945 was collected from employed professional, skilled and highly-skilled employees in various organisations in South Africa.

**Results:**

Configural equivalence was found across the three different generational cohorts, suggesting that the items of the SAPOS measure the same factors across the different generational cohorts. However, when reviewing the metric equivalence results, it was clear that the generational cohorts responded differently to the items.

**Limitations:**

The sample was not evenly distributed across the generational cohorts and it was not possible to test for scalar equivalence.

**Practical Implications:**

To ensure that predictive studies can be performed across the different generational cohorts, several items of the SAPOS have to be revised.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Personal growth and happiness**

Th-OR-S39-2

**Closing the gender and ethnic minority achievement gap: The effect of three goal-setting interventions**

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<sup>1</sup>Rotterdam School of Management, Erasmus University, Rotterdam, Netherlands

**Content: Purpose**

The gender and ethnicity gap in academic achievement constitutes one of today's key social problems. Prior research has shown that an evidence-based online goal-setting intervention can boost academic performance of students, particularly for males and ethnic minority students, decreasing the performance gap (Schippers, Scheepers, & Peterson, 2015). The current study built on these findings and assessed the effects of four consecutive cohorts that participated in

(1) the same online goal-setting intervention (2) an additional *stretch goal* that requires students to obtain all credits for the first year in one year, and (3) *goal diaries*.

**Design/Methodology**

The study had a quasi-experimental design and was performed among four consecutive cohorts of first year college students at a large European business school (*N*'s between 700 and 800). The academic performance of these students was contrasted with that of three pre-intervention control cohorts, with particular attention paid to the role of gender and ethnicity.

**Results**

The initial overall improvement in academic performance was 20% for the online intervention cohort. The additional stretch goal seemed to be helpful for the academic performance of majority females, increasing the performance gap. The addition of goal diaries seemed to work best depending on the level of participation in those diaries.

**Originality/value**

This is the first study to show that a comprehensive online goal-setting intervention combined with goal diaries implemented early in students' academic careers can (a) boost academic performance and (b) significantly and substantially reduce gender and ethnic minority inequalities in achievement.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Personal growth and happiness***

Sa-OR-S114-3

**Flow experience: bibliometric co-citation analysis and a systematic review of the literature**

D. Aleksić\*

**Content:** Purpose

Even though scholars have started to become interested in flow at work, studies on flow in the work context are still relatively rare. In a few studies involving flow at work, following issues have received attention: (i) understanding the characteristics and frequency of flow at work, (ii) exploring the factors that influence flow occurrence at work, and (iii) exploring the consequences of flow at work.

**Design/Methodology**

I used bibliometric co-citation analysis and systematic review of literature.

**Results**

The flow literature has been fragmented, operationalized, tested, and applied in numerous ways across various domains. I identified four dominant disciplines: psychology, sport psychology, marketing, and computer–human interaction. Based on a systematic review, I summarized research evidence on the antecedents, characteristics, and consequences of flow experience from various domains. I also identified and compared flow and other related constructs (e.g., engagement, involvement, passion, thriving, intrinsic motivation, peak experience). Finally, I synthesized various research findings into a comprehensive framework of flow at work. I also provide recommendations for future research and present research implications.

**Limitations**

The focus of this review was to synthesize past research; therefore, this review does not offer detailed insight into past findings.

**Research/Practical Implications**

I contribute to theoretical knowledge about flow at work by synthesizing the past research findings on flow theory across the dominant disciplines and combine them into a comprehensive framework of flow at work.

**Originality/Value**

To the best of my knowledge, to date no review has synthesized past research findings of flow across different domains.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Personal growth and happiness*

Sa-OR-S107-2

**Interpersonal and intergroup forgiveness in the workplace**

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**Content:** The paper analyses the role of forgiveness in the workplace as an inter-individual and intergroup process as well as an ability that can be developed and practiced. The objective of the research study was to identify the role of forgiveness in promoting employees wellbeing and job satisfaction, reducing turnover intent and establishing a positive organisational climate. Using a cross-sectional, quantitative approach, the study has gathered, from 154 employees in the service sector, data regarding their disposition to forgive (Interpersonal Forgiveness Scale - SII), forgiveness behaviours in the workplace (Workplace Forgiveness Scale - ILM), work style (SM- A Work Style Assessment) and organisational climate (ECO System). Data analysis has revealed that long term employees are more open to forgiving their colleagues and do so on a regular basis. Also, the participants who reported a higher job satisfaction were more likely to forgive minor offences than others, while those who scored high on competitiveness expressed less willingness to forgive others. Scores on the Workplace Forgiveness Scale correlate positively with the following factors of organisational climate: relationships, attachment and satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Personal growth and happiness***

Fr-OR-S57-4

**The performance benefits of daily positive leisure reflection during work time**

C. Kelly\*

**Content: Purpose:**

In this paper I examine the role of positive leisure reflection in promoting work performance. Positive leisure reflection is when an individual actively brings to mind the positive aspects of one's leisure activities. Research on work-life interface involving positive reflection has tended to focus on positive work reflection. Therefore, to date, we know relatively little about how leisure reflection may influence work. In this paper, I draw on cognitive appraisal theory and broaden and build theory to explain why positive leisure reflection during work would boost performance.

***Analysis***

We conducted a ten-day diary study with a sample of 95 employed participants. This multilevel data was analysed using SPSS MIXED command. Positive leisure reflection was person-centered.

***Results***

Positive leisure reflection was significantly and positively related to daily organizational citizenship behaviours and task proficiency but not proactive behaviour, after controlling for morning positive affect.

***Limitations***

This research suggests mechanisms underlying the effects between positive leisure reflection and performance, but future research is needed to confirm these.

***Research/Practical implications***

Positive leisure reflection may represent a new mechanism for enrichment between leisure and work domains. Encouraging employees to think about their leisure activities during work time could be a way for organizations to help employees boost their affective and psychological resources and improve performance.

***Originality/Value***

There has been very little consideration of how leisure may influence work beyond its role in recovery. This study illuminates the cognitive spillover of leisure which can go beyond recovery in its effects on work.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

Fr-OR-S95-2

**Learning at the workplace: the role of job crafting on employability enhancement**

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<sup>1</sup>Department of Human Sciences, <sup>2</sup>Assessment Center, University of Verona, Verona, Italy

**Content: Purpose:** This contribution aims to link job crafting intervention (i.e. “seeking resources”, “seeking challenges”, “reducing demands”), learning value of the job and employability enhancement. Building on previous studies reporting the key contribution of informal learning to employability enhancement, we hypothesized that training employees to craft their job would relate to higher learning value of the job and, consequently, to employability enhancement.

**Design/Methodology:** A sample of employees from three organizations operating in the private sector and health care filled in a pre and post measure of learning value of the job and employability. Participants followed a one-day workshop on job crafting and after the training were asked to complete a weekly notebook for 4 consecutive weeks in relation to the workshop aims. Participants also filled a quantitative diary once a week.

**Results:** Preliminary multilevel analyses support the hypotheses. Overall, the training improved job crafting, which related to higher learning value of the job and higher employability.

**Limitations:** Similar to several I/O studies, the present research suffers common method bias. Moreover, no multi-source measures of the constructs were collected.

**Research/Practical Implications:** These results imply that job crafting can represent an effective approach to promote organizational development.

**Originality:** To the best of our knowledge, the present study is the first exploring the link between job crafting and learning value of the job, which eventually enhance employability.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

Sa-OR-S134-1

### **Creativity in Positive Psychology: The Effect of Positive Emotions on Creativity**

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**Content:** In this study, the effect of positive and negative emotions on creativity has been investigated. In this relationship, the moderator role of creative self-efficacy level of participants also studied. Emotions are involved inside the most researched variables as reasons behind the creativity (Sweetman et. al., 2011). It is found that negative emotions restrict people's repertoire of opinions and emotions, and positive emotions enlarge the cognitive perspective of a person and determine their knowledge generation and creativity performance (Isen, 1987; Fredrickson, 2003). Some studies contained that some negative emotions like regret contributed to the creativity (Amabile et. al., 2005). From the positive psychology perspective, this study is important to add on to the literature which consists of different findings. Creative self-efficacy is the ability to trust in producing new and beneficial thoughts (Mathisen ve Bronnick, 2009). Thus, it is suggested as the key factor to reveal creativity and predict creativity performance more than self-efficacy (Tierney & Farmer, 2002). Also, creativity includes producing original and different ideas (Sohn ve Jung, 2010). A creative idea should be new, original and beneficial (Mayer, 1999; Simonton, 2012). Moreover, Guilford (1967) defends to study creativity at two dimensions (convergent and divergent). Divergent creativity as dependent variable in this study is defined as the ability to produce many different solutions to an open ended problem.

PANAS (Positive and Negative Affect Schedule) (Wason & Clark, 1997) was used to measure the intensity of the daily positive and negative emotions. To measure divergent creativity, Guilford (1967)'s Alternative Uses Task was used to digitize and standardize the creativity level between participants. Creative self-efficacy was also measured by Tierney and Farmer (2002)'s 13 items scale. The data has been collected via convenience sampling method from 118 participants. Preliminary findings point out that positive emotions positively affect the divergent creativity, and the role of creative self-efficacy as the main hypothesis of the study will be investigated with wider sampling.

*Keywords:* positive-negative emotions, creative self-efficacy, creativity, positive psychology

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

Fr-OR-S92-1

**the prediction of perceived organizational support in a sample of more than 6000 Italian bankers**

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**Content:** When trying to examine outcomes such as welfare and well-being, research tends to focus on main effects and take into account limited numbers of variables at a time. There are a number of techniques that may help address this problem. For example, many statistical packages available in R provide easy-to-use methods of modelling complicated analysis such as classification and tree regression (i.e., recursive partitioning). The present research illustrates the value of recursive partitioning in the prediction of perceived organizational support in a sample of more than 6000 Italian bankers.

Utilizing the tree function party package in R, we estimated a regression tree model predicting perceived organizational support from a multitude of job characteristics including job demand, lack of job control, lack of supervisor support, training, etc.

For this study, recursive partitioning was carried out by first testing the global null hypothesis of independence between any of the job characteristics and POS. Based on this initial analysis, it was determined that several dependencies between POS and the job characteristics existed and, of these, splitting the training variable into two groups (above and below 2.667) had the strongest association to POS.

Particularly high levels of perceived organizational support occur amongst those who strongly feel they can report stress and safety risk perceptions (reporting) and among those workers who perceive they are trained and informed about job-related risks (training) (node 37). High levels of perceived organizational support also occur when individuals have lower levels of training (compared to node 37) but perceive more job control (node 32).

The resulting model appears particularly helpful in pointing out several interactions in the prediction of perceived organizational support. In particular, training is the dominant factor. Another dimension that seems to influence the organizational support theory is reporting (perceived communication about safety and stress concerns). Results are discussed from a theoretical and methodological point of view.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

Sa-OR-S114-4

**Alternative age concepts and proactivity in late career**

N. Nagy\*, C. Johnston, D. Spurk, A. Hirschi

## **Content: Purpose**

Proactive career development of employees is of growing importance - especially for the increasing number of late career employees. Therefore, the current study explores job crafting behavior of late career employees, its antecedents and its relation to work meaningfulness in late career employees.

## **Design/Methodology**

Longitudinal study design with three waves of data collection over the period of 18 months with N = 468 participants aged 50-59 years (45.1% female). We calculated a structural equation model (SEM) with chronological age (T1), subjective age and self-rated health (T2) as independent variables and job crafting (T2) as the outcome variable as well as predictor of work meaningfulness (T3).

## **Results**

Results indicated that chronological age significantly negatively predicted job crafting behavior of late career employees. Additionally, subjective age explained further variance in the data, above the effect of chronological age and self-rated health. Job crafting significantly predicted work meaningfulness in late career employees.

## **Limitations**

Replication of results is needed in order to increase external validity of our study.

## **Research/Practical Implications**

Our results imply that job crafting behavior decreases with age. Nevertheless, those who feel younger than their age engage in more job crafting and in turn experience their work as more meaningful.

## **Originality/Value**

Our study is the first to investigate job crafting behavior of late career employees empirically. Whereas previous research almost exclusively relied on chronological age when describing age effects, we extend this and examine subjective age as the psychological representation of the individual aging process and its relation to work-related outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Technology, work-design and human-machine-systems*

*Person-technology interface*

Fr-OR-S80-2

**The importance of broad self-regulatory skills at contemporary knowledge work - introducing a new questionnaire instrument**

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**Content:**

**Purpose** Along with the growing complexity of the digital, physical and social work environments employees are faced with increasing demands in independently governing their own work and the psychological resources available. However, measures for studying the various ways in which employees proactively manage their resources and challenging aspects of work with behavioral, cognitive and emotional strategies (e.g. manage their energy, work activities, environments and work-rest cycle) are lacking. This study presents a theoretical foundation and an empirical pilot on a scale for measuring broad self-regulation at knowledge work.

**Methodology** 274 participants from 8 Finnish SMEs and public organizations responded to a questionnaire. Confirmatory factor analysis was conducted.

**Results** The initial six-factor model specified according to the theoretical background fit the data well, and after eliminating four cross-loading items the fit further improved.

**Limitations** This study is an opening to a previously unexplored ground. Despite the promising results the scale should further be developed by rephrasing of some of the items, including the cross-loading items, as well as confirming the results with several representative samples.

**Research/Practical Implications** The results imply that it is purposeful to approach the self-regulatory skills of knowledge workers with this scale. Further, it is relevant on the organizational level to support the development of these skills and develop interventions in order to do that.

**Originality/Value** To our knowledge, this study is the first to address broad self-regulatory skills in contemporary knowledge work. It operationalizes the topical questions of how to study and support proactive employee functioning in growingly complex physical, digital and social surroundings.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

Th-OR-S38-4

#### **Inequity Job Insecurity and Workplace Trauma Among Blue-Collar Workers**

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<sup>1</sup>KOÇ UNIVERSITY, ISTANBUL, Turkey

**Content:** The aim of this study is to describe and explain an intervention program implemented aftermath of a trauma experienced among blue collar employees at a factory in Turkey. The major reason behind the trauma was inequitable pay among workers. A series of demonstrations that led to a halt of production emerged, after the same union signed off a higher per hour wage at another factory. Job insecurity, conflicts and polarization were seen among the workers and the employer decided to conduct an intervention program. This study focuses on the pilot intervention and main intervention programs. A total of 290 workers participated in the trauma intervention program. The program had two aspects: The first part focused on healing the trauma, the second part covered a psychoeducational content to revive the dialogue, morale, friendship and solidarity among the workers. Qualitative data were collected to understand the reasons of trauma. The qualitative data analyses showed that organizational loyalty and commitment were important attitudes in mediating the effects of job stressors and trauma (Bakker, Demerouti, De Boer, & Schaufeli, 2003). Workers also showed higher levels of organizational citizenship behavior especially protecting the factory facilities during the events. The findings are discussed based on the Conservation of Resources Theory (Hobfoll, 1989). The major limitation of this study was that the number of participants who attended the program was low, compared to the total number of workers who were affected. One of the positive implications of the program was the increase in awareness of the symptoms of trauma and emotional exhaustion. Mid-Level managers were trained to diagnose such symptoms among the workers. Those who showed severe symptoms of trauma were provided 6 sessions paid psychotherapy after the intervention.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Interventions***

### ***Prevention and intervention***

Th-OR-S38-6

#### **The complexity and trap of intervention on psycho-social risk: the case of an industrial French firm**

I. Plivard\*

**Main Abstract Content:** This paper summarize an intervention on psycho-social risk led in an industrial firm in France. Requested to solve problems related to psychological distress among employees, we applied a methodology made up with a pre-diagnostic (HR indicators such as absenteeism, sick-leave, turn-over, etc.), a diagnostic and a plan of action. In the diagnostic phase, we use both a survey and talking groups. The survey, claimed by the firm, is a short version of Van Veldhoven & Meijman QVT questionnaire, including items on work content, work conditions, relations in the work place, wellbeing at work. The data processing provide a first explanation of these distress. But talking groups are necessary to really understand what's going on. We will discuss the relevance of using these kind of mixed methodology from the psychologist point of view and from the firm point of view. We will also talk about the role of the firm's direction in the proceeding of these intervention. The representations the direction have on wellbeing at work and on the functioning of the firm and of work teams have been sometimes a constraint on the proceeding. Another difficulty can be found in the difference between motives given by the direction to handle this problematic and potentially dramatic situation and the real goals behind that, hidden to us, leading to a very unpleasant situation and leaving a bitter taste in our mouth (the feeling of betraying employees trust for example).

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Interventions**

### **Prevention and intervention**

Sa-OR-S112-3

#### **How efficient are emotional intelligence trainings: A meta-analysis**

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**Content:** *Purpose:* Recent years brought an important increase in emotional intelligence (EI) development methods and interventions. These interventions use many different target groups (children, adolescents, students, managers, employees etc.), are conducted in various contexts (educational, clinical, and organizational) and aim at various outcomes. We wanted to examine the efficacy of EI trainings and to detect the determinants of the training effects.

*Design/Methodology:* We conducted a meta-analysis using  $m = 24$  studies (containing  $k = 28$  samples) aiming at increasing the individual-level of EI among mentally and physically healthy and non-delinquent participants older than 16. Analyses were run with the program R (R Core Team, 2015) and the package metafor (Viechtbauer, 2010).

*Results:* The results showed a significant standardized mean change between pre and post measurement ( $_{SMCpre-post} = 0.51$ ) for the main effect of the EI training, and a stable pre to follow-up effect ( $_{SMCpre-fu} = 0.55$ ). Besides, a significant moderating effect was found for the type of EI model, dimensions of four branch model, dose and type of publication.

*Limitations:* Lack of follow-up measurements (conducted on seven samples only) significantly limits the examination of the intervention effects.

*Research/Practical Implications:* The results show that EI trainings may be considered as efficient interventions and that the positive changes in EI after the interventions remain over time. Moreover, the results suggest that interventions designed on ability EI models and longer interventions might be more successful.

*Originality/Value:* This meta-analysis is the first one to investigate the efficacy of EI interventions in a more extensive way.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

Th-OR-S39-6

#### **Predictors of re-employment success after long-term unemployment among youth.**

W. Wesseling <sup>1,\*</sup>

<sup>1</sup>ReflecT, Tilburg University, Tilburg, Netherlands

#### **Content: Purpose**

The unemployment rate has been on the rise since the outbreak of the global financial crisis in 2008. Especially labor market entrants suffer from economic downfall. Despite the abundance of programs and agencies that help to reintegrate unemployed youth, considerable less research attention has been paid to characteristics of the program and its participants that ensure a durable labor market transition. We hypothesized that those with higher levels of employability, workers skills, self-efficacy, and perceived alternative opportunities were more likely to make a durable transition to work. Regarding person-job fit, we expected that those with a stronger financial need were more likely to have a lower fit than others.

#### **Design**

To test these assumptions, we conducted a longitudinal study (up to 12 months after completion of the intervention) among approximately 800 young people and their supervisors.

#### **Results**

All hypotheses were (partly) supported.

#### **Limitations**

Since our sample consisted primarily of highly educated white graduates, it remains to be tested whether our results generalize to other groups of unemployed youth. Moreover, we are unable to conclude whether the results are due to the intervention, participants (selection effect), or both, because of the lack of a control group.

#### **Implications**

Based on our findings, we recommend that employability, worker skills and self-efficacy should be part of higher education's curriculum.

#### **Originality**

To our knowledge, the study is one of the first to apply a longitudinal design and a multi-informant approach to the context of young people's integration into the labor market.

**Disclosure of Interest:** W. Wesseling Conflict with: Tilburg University

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

Sa-OR-S112-1

#### **Prevention approach for psychosocial risks in call centers**

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<sup>1</sup>Psychology Department, Lorraine University & Orange group, Metz & Lyon, <sup>2</sup>Psychology Department, Lorraine University, Metz, <sup>3</sup>Orange group, Lyon, France

**Content:** Call centers undergo a restarting business since their mutation in contact centers, followed in parallel by a craze for externalization. A field lingers where binding work conditions raise questions in terms of psychosocial risks factors and their prevention: a cause adopted by company in quest of performance. In this context, mobilized theory refers to models which link the work environment to stress and health as transactional, interactional, demands-resources models and job design. Main hypothesis looks to verify that organizational factors have an impact on health through stress and to show the impact variation depends of stress mechanism.

515 employees of a contacts center in a telecommunication company answered a 68 items on line questionnaire from INRS (National Research and Safety Institute in France). To evaluate stress mediating effect, height work characteristics were used as independent variables (physical environment, social environment, activity, activity process, organizational context, abilities, requirements and appreciation for work) and physical, mental and symptom health scales as dependent variables.

The mediating effect analysis, done by linear regression under Baron and Kenny model (1986), supported the hypothesis.

It would be appropriated to refine this study by integrating moderators.

This study wants to sensitive the actors of companies to understand the impact of organizational factors and mechanisms of stress on health, a prerequisite to progressively support a quality of working life approach.

This study tries to bring a more precise lecture to set aside usual assumptions and create a framework for targeted actions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

Sa-OR-S112-2

#### **Optimising Employee Wellbeing through Job Crafting and the Differentiated Job Demands -Resource Model**

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<sup>1</sup>Department of Personnel & Employee Relations, Kemmy Business School, University of Limerick, Limerick, Ireland

**Content:** Job crafting is suggested as an effective means for employees to proactively redesign their roles. Framing job crafting within the Job Demands Resource perspective, specifically the Differentiated Job Demands Resource Model (Crawford et al, 2010) (D/JD-R Model) has been indicated to impact positively on employee wellbeing outcomes. But job crafting can have positive and negative consequences for organisations. Through delivery of a training intervention this research aimed to investigate if an intervention based on the D/JR-D model could lead to differences in job crafting behavior, job characteristics and employee wellbeing outcomes. Pre and post measures were gathered. Participants were 34, predominantly female, employees of a Community Brain Injury Rehabilitation Service. 24 participants formed the experimental group and 10 the control. Paired sample t-tests revealed job crafting behavior differed in pre and post comparison of the intervention group; specifically measures of crafting job resources and crafting challenge demands. Findings in relation to job characteristics were non-significant in comparing pre and post measures of the control and intervention group respectively. Employee wellbeing outcomes of burnout and engagement were found to significantly differ pre and post within the intervention group. However, a series of two way factorial ANOVA's conducted on variables (Time x Group) revealed no significant interactions. Main effects were found for Group in relation to hindrance demands, job resources and job crafting hindrance demands. Despite mixed findings, study results overall support that a job crafting intervention informed by the D/JD-R Model can stimulate certain job crafting behaviour and have a positive impact on certain measures of employee wellbeing outcomes. Practical implications for research and practice are considered.

**Disclosure of Interest:** C. Flynn Conflict with: Employee in organisation in which data were collected, J. Pearson: None Declared

**Keywords:** None

## **Interventions**

### **Prevention and intervention**

Sa-OR-S112-4

#### **The best laid plans: process evaluation of an organisational-level stress-management intervention in the public sector during austerity**

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**Content:** The psychosocial work environment has been implicated as an important factor in the psychological health of employees, yet organisational-level interventions addressing working conditions have provided inconsistent findings. Much of this has been attributed to complex contextual and process-related factors that can affect intervention implementation. Consequently, there is growing recognition that research should do more than just ask 'did it work', but to consider questions such as how and why, in order to learn from and improve interventions. The present research evaluated an organisation-wide project targeting psychosocial stress-risks in a large UK public sector organisation, using Nielsen and Abildgaard's (2013) process evaluation framework; this takes a stepwise approach to intervention evaluation and incorporates wider process/contextual factors that may affect their efficacy.

#### **Design/Methodology**

An adapted pre/post intervention design (e.g. Randall et al, 2005) assessed effects of employees' intervention exposure and perceptions (repeated measures ANOVA;  $n = 552$ ). Qualitative data was used to document the role of context and concurrent events.

#### **Results**

Intervention exposure and perceptions were significantly associated with changes to targeted psychosocial factors. However, context affected project resources and coordination, which influenced communication and implementation.

#### **Limitations**

The research was predominantly survey-based, with brief quantitative process evaluation measures.

#### **Research/Practical Implications**

The influence of contextual and implementation-related factors underscores the need for research to go beyond assessment of intervention outcomes only.

#### **Originality/Value**

The study adds to a small, but growing, evidence-base for process evaluation of organisational-level interventions, highlighting the value of incorporating even simple implementation-related measures.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Productivity***

Sa-OR-S124-4

**The Relationship Between Honesty and Workplace Productivity: It's Complicated!**

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**Content:** The purpose of this study was to explore the interaction between personality and self-reported workplace productivity on the one hand, using the HEXACO personality inventory and the Endicott Productivity Scale. The HEXACO inventory included the traits Honesty-Humility, Emotionality, eXtraversion, Agreeableness, Conscientiousness, and Openness. 174 participants, all over the age of 18, completed an online battery of self-report questionnaires which included general demographic information, questions about typical workplace internet usage, and the Endicott Workplace Productivity scale, and the 60-item version of the HEXACO personality inventory. We hypothesized that scores on the Honesty-Humility and Conscientiousness HEXACO subscales would correlate positively with the productivity, and negatively with workplace internet usage.

However, our results indicate that only Honesty-Humility is correlated with the Endicott productivity scale, but that this correlation is negative. No relationship was found between Honesty-Humility and workplace internet use. Neither self-reported workplace productivity nor workplace internet use correlated with any of the other HEXACO traits.

We suspect that participants that score high on the Honesty-Humility scale are not less productive in the workplace, but rather that these individuals might not be as affected by a self-serving bias as other participants when it comes to self-reported productivity. The lack of effect of HEXACO on internet use might reflect a belief by participants that workplace internet activity is not detrimental to their performance. Future research should be aimed at designing self-report measures that can more accurately capture employee productivity.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Productivity***

Th-OR-S56-1

**Effects of Dark Triad Traits and Instant Messaging on Workplace Productivity**

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**Content:** The current study explores the relationship between the Dark Triad traits (sub-clinical measures of Psychopathy, Machiavellianism, and Narcissism), Instant Messaging (IM), and Workplace Productivity, with a specific focus on the disruptive effects that IM's could have on workplace productivity. 174 participants, all over the age of 18, completed an online battery of self-report questionnaires which included general demographic information, questions about typical workplace internet usage, and the Endicott Workplace Productivity scale, and the 41 item SD.3 Dark Triad inventory. We hypothesized that scores on the Dark Triad would correlate positively with self-reported productivity, and negatively with workplace internet use.

Our results show that scores on the Dark Triad correlate positively with workplace productivity, with the major contributing factor being scores on the psychopathy subscale. This is in line with previous results that indicate that people with psychopathic tendencies tend to overstate their workplace productivity. Controlling for psychopathy traits, the analysis revealed a negative relationship between productivity and IM use, further confirming that instant message use can have detrimental effects on workplace performance, and that individuals who score high in psychopathic traits tend to exaggerate their productivity. Neither Machiavellianism nor narcissism contributed to productivity or IM use.

This study offers insight into the interaction between the interplay between modern technology and communication techniques, the Dark Triad, and counterproductive workplace behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Psychobiological stress reaction***

Th-OR-S55-2

**Do hair cortisol levels relate to the JDC and ERI model?**

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**Main Abstract Content:** The hormone cortisol plays a central role in the response to stress and helps organisms to cope with a wide range of stressors. Previous studies linking work stress to cortisol levels have mostly assessed cortisol in serum or in saliva, which has the disadvantage that it is influenced by daily fluctuations in cortisol levels. A new approach is to assess cortisol levels in hair that does not have this disadvantage, since cortisol hair levels reflect the average cortisol secretion over the past months. This study tried to link hair cortisol levels to the Job Demands Control (JDC) model and the Effort Reward Imbalance (ERI) model. Participants ( $n = 224$ ) filled in a questionnaire and provided a hair sample. Preliminary results showed that hair cortisol levels did not relate to any of the variables in both the JDC and the ERI model. These results suggest that cortisol levels in hair do not relate to self-reports of work related stress. A possibility is that cortisol hair levels and self-reports indicate different aspects of the response to stress.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*  
*Psychobiological stress reaction*

Fr-OR-S84-2

**Self-Regulation and the Demand-Control Model: Examination of the Processes Involved in Regulating Active and High-Strain Work**

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**Content: Purpose**

Theories of occupational stress (e.g., Karasek's Job-Demand-Control model) highlight the important role of job control as a stress-buffer. However, exactly when and how control enables better self-regulation has not been explored. As such, we examined if trait self-control moderates the effect of control on strain and performance, and whether this relationship is mediated by self-regulation efforts in the heat of the moment. We expected individuals high in self-control (i.e., generally better regulators) would experience less strain and perform better under high (as opposed to low) control, because of reduced difficulty with self-regulation on a task. Conversely, high (as opposed to low) control should increase strain and reduce performance for those with low in self-control, because of increased difficulty with self-regulatory demands during the task.

**Design/Methodology**

University students ( $N=97$ ) completed an online survey on self-control, and then in a separate session did a demanding office simulation. Strain (i.e., anxiety, fatigue, cortisol, and Heart Rate Variability (HRV)) and performance (i.e., number and quality of emails completed) were used as dependent measures.

**Results**

Moderated regressions and PROCESS analyses revealed high control did not attenuate the effects of stress for high self-control individuals, with the exception of ratings of fatigue. However, high control did exacerbate the effects of stress for low self-control participants, both directly on the number of emails completed, and indirectly through task-related self-regulation difficulty on anxiety, fatigue and the average quality of emails. Furthermore, ANOVAs revealed that for those low in self-control, high control was initially stressful, reflected in lower HRV, but this response lessened with experience on the task.

**Limitations**

It remains to be seen if these results generalize beyond a work simulation.

**Research/Practical Implications**

In sum, our findings show high control can be problematic for individuals' low in trait self-control.

**Originality/Value**

This is the first study to examine self-regulatory processes within the Job Demand-Control Model, in particular the regulatory impacts on physiological indicators of strain.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Psychobiological stress reaction***

Fr-OR-S84-3

**Work stress, personality traits and cortisol secretion: Testing a model for job burnout**

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**Content:** Purpose: This study aims to verify the mediating effect cortisol has on the relationship between work conditions and job burnout, and to identify the moderate mediation effects that personality traits have on the relationship between work conditions and salivary cortisol secretion.

Design/Methodology: Multilevel regression analyzes are performed on a sample of 401 workers employed in 34 Quebec firms. Saliva samples were collected five time a day (awakening, 30 minutes awakening, 2:00 PM, 4:00 PM, bedtime) repeated three time (1 restday, 2 working days). Work variables included (skill utilisation, decision authority, psychological demands, physical demands, job insecurity, irregular schedule, number of working hours, social support from colleagues and supervisors) and personality traits included (self esteem, locus of control, Big Five).

Results: The level of salivary cortisol secretion was negatively associated with job burnout. Certain workplace and personality variables had a significant effect on emotional exhaustion (psychological demands, social support from supervisors) and on cortisol levels (job insecurity). Cortisol did not, however, play any mediating role in the relationship between work organization conditions and job burnout, which is moderated by personality traits.

Limitations: Enrolment of volunteers with a low response rate (39,9%) and compliance to protocol hard to evaluate.

Research/Practical implications: Training programs that focus on enhancing self esteem and locus of control. Development of human resources management activities such as job rotation, team work and healthy business standard.

Originality/value: To our knowledge, no study have demonstrated the cortisol mediation effect and the moderated mediation effect of personality in a workers sample

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Psychobiological stress reaction***

Fr-OR-S84-1

**Stress in paid and unpaid work as related to salivary cortisol measures and subjective health complaints in women working in the public sector**

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**Content: Purpose**

From a biopsychosocial approach, moderate intensity and variation between demands of different life domains are central to health. Focusing on different aspects of work and non-work demands, we investigated how total workload (TWL) and work-family conflict (WFC) related to the stress marker cortisol and to subjective health complaints (SHC) among women working in the public sector. Overall, we hypothesized that more TWL and WFC would be reflected in poorer health.

**Design/methodology**

Data came from a study of 250 women working within the health care sector. All provided self-reports in questionnaires on time spent on TWL and associated stress perceptions, WFC and SHC. A subsample of 68 women provided salivary samples during one workday. These samples were analyzed for cortisol and used to compute aggregate cortisol measures. Hierarchical regression analyses were performed to investigate how TWL and WFC were related to cortisol and SHC respectively.

**Results**

TWL stress from unpaid work was associated with cortisol. Also, stress from both paid and unpaid work, and TWL-stress, were related to SHC. Importantly, number of hours spent on paid and unpaid work were not linked to any health-related measure. Instead, stress perceptions were associated with both cortisol and SHC. This underscores the importance of individuals' experiences of demands from different life domains for different health-related measures.

**Limitations**

We included only women.

**Research/practical implications**

Time use data are insufficient meaning that self-reports of individual experiences are needed.

**Originality/value**

Combining biomarker data with self-reports is an obvious strength.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Psychological contracts***

Th-OR-S5-2

**Grids, Groups and Contracts: Integrating Psychological Contract with Cultural Theory**

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**Content: Grids, Groups and Contracts: Integrating Psychological Contract with Cultural Theory**

***Purpose/contribution***

Psychological Contracts are conceptualized narrowly in scope as the focus is on the contract and its outcomes without incorporating contextual elements. This study expands and deepens PC scope by reference to Cultural Theory (Thompson et al., 1990) in order to account for the environment in which the psychological contract exists. CT classifies organizations and its people on two principal parameters: grid - the degree of structuration of an institution, a job, a profession; and group - the degree to which adhering to norms and mores are imposing on an actor (institution, individual). CT identifies four types, also referred to as fundamental “ways of life” (Altman & Morrison, 2015).

***Design/methodology***

For this qualitative study the authors conducted two series of interviews (N=13 and N=10) with foreign people working in a bar & restaurant environment in a major French city.

***Results***

Results show four distinct types of psychological contracts that correspond, inter alia, with the CT model.

***Limitations, implications***

This study involves self initiated expatriates working in menial jobs in the French hospitality industry and further study is needed to establish if similar patterns can be found with other populations and professions.

***Originality/value***

To our knowledge this is the first study that incorporates cultural theory in the psychological contract domain. Cultural theory allows for a broader conceptualization of contract types, which may facilitate the study of the sensemaking process that influences behavioural reactions to psychological contract fulfilment and/or breach.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-OR-S5-1

**Antecedents of perceived violation of the psychological contract: age related differences**

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**Content:** Research has indicated stronger reactions to breaches of the psychological contract among younger employees. A meta-analysis by Bal and his colleagues (2009) indicated that older employees seemed to be less affected by perceptions of breach of the psychological contract. However the meta-analysis did not distinguish between perceptions of breach and violation. This paper aims to challenge the notion of general age related effects by further investigating age related differences in the PC in a sample of nurses from two organizations (n=107) who had voluntarily quit their jobs during the preceding year. Data was obtained from questionnaires distributed to home addresses of nurses in two medium sized counties in Sweden. Response rate was 55%. Mean age among participants was 43 years and 86% were women. Mean tenure in the organization was 11 years. Results showed significant age differences in the range of the psychological contract: younger employees reported a wider with more promises from the organization compared to the older nurses. Perceive violation measured as negative emotional reactions towards the organization were significantly higher among the older employees. Predictors of breach and violation were different and age was a significant predictor of violation only. Range of the PC was a significant predictor of breach but not of violation. The employing organization also appeared to be critical together with fair treatment. Results were discussed in terms of sector related career obstacles for older workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-OR-S19-3

**Framing the psychological contract on loyalty within the Swedish Armed Forces - Exploring the expectations of a desired virtue**

T. Engelkes\*

**Content: Purpose:** Although loyalty is a frequently used term in organizational research, and particularly in military settings, it is vaguely defined within military contexts. This study explores top level military officers' experiences and expectations concerning peer and subordinate loyalty as an aspect of the psychological contract.

**Methodology:** Interview data from 12 top level military officers within the Swedish Armed Forces, all holding positions likely to have a significant influence on the personnel of the Swedish Armed Forces, was analyzed using thematic analysis.

**Results:** The interview data indicate that the decomposition of a frequently used and therefore presumed familiar concept – loyalty – reveals a more complex structure than first expected by the participants themselves. The preliminary result shows a relatively coherent but faceted and possibly dilemmatic view of what is perceived to be loyal behavior. Accordingly, the result indicates that commanding officers on all levels are likely to get into dilemmatic situations when large personal risks are at stake – risking one's professional reputation and career; risking in-group exclusion; and of course - being the ultimate consequence of the profession - risking one's health and life including the life of other people.

**Limitations:** The results are derived from the top level of the organization only and therefore employee perspectives of the suggested psychological contract on loyalty are not examined.

**Implications:** The preliminary result of the study indicates that the understanding and acceptance of the organizational higher means and mission is crucial in order to enhance the desired loyalty and reduce undesired loyalties such as hierarchical or opportunistic loyalty.

**Originality:** Research on loyalty within organizations with very high demands on self-sacrificial behavior is relatively scarce. The used sample gives a unique possibility in the framing of an aggregated organizational psychological contract concerning a certain virtue.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Psychological contracts***

Th-OR-S45-1

## **Honeymoon or hangover? How employees' career expectations affect trajectories of work attitudes during a job change**

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### **Content: Purpose**

The contemporary view of careers is that employees change jobs more frequently. However, only a few studies have sought to address the question of how job changes affect work attitudes, resulting in a very general pattern—known as the honeymoon–hangover effect. After entering an organization, individuals report an initial boost in job satisfaction with the new employer (honeymoon), which subsequently declines over time (hangover). Studying consequences of job changes, researchers often neglect that job changes are embedded in the larger context of an individuals' career. The way employees seek to establish employment relationships based on their career orientation may affect the pattern of honeymoons and hangovers in a job change process. We assume that individuals with low loyalty orientation might be more satisfied in the beginning as the new job represents, at least initially, a positive contrast to the prior job in terms of economic elements. In contrast, loyalty-oriented employees will have comparatively low initial attitudes towards the present job that will increase over time, when socio-emotional exchanges have had time to evolve.

### **Design/Methodology**

We surveyed a sample of 98 job changers with data collected at three points in time. In total, we surveyed 887 employees over the time span of three years and selected those who changed jobs between T1 and T2, voluntarily or involuntarily. Job satisfaction was measured at all three time points (T1–T3). Employees' career orientation was measured at T1.

### **Results**

Results have shown that loyalty orientation moderates the change in job satisfaction during turnover. Employees who are more independent from their organizations were most likely to experience a honeymoon–hangover pattern, whereas employees with a high loyalty orientation experienced an inverted pattern. Their job satisfaction decreased after organizational entry and increased over time.

### **Limitations**

Ideally, we should have used the same starting point for organizational entry to better compare the levels of job satisfaction for each employee.

### **Research/Practical Implications**

Practically, our study contributes to managing human resources in the onboarding process. We provide evidence on how important the management of different expectations for newcomers are.

### **Originality/Value**

Our study responds to queries on how turnover processes develop over time and shows that affective reactions to a job change depend on individuals' career orientations.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Employment relations**

**Psychological contracts**

Th-OR-S5-4

**Locked-in or free to go? An analysis of psychological contract breach, commitment and employee turnover**

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**Content:** *Purpose:* There is a strong case for psychological contract breach leading to turnover; however, research typically finds small associations. We argue that the relation between breach and the intention to quit and turnover occurs via two pathways that are opposed in sign and therefore the overall main effect of breach on turnover is attenuated because it masks such a relationship. We draw on ideas about employees wanting to leave but feel locked-in to their organization and operationalize this distinction using affective organizational commitment and continuance organizational commitment. Breach has a positive effect on intention to quit and turnover via affective commitment, and a negative effect via continuance commitment.

*Design/Methodology:* A longitudinal two time-point survey of 200 employees from a bank. The data also captures employees that quit the organization during the eighteen months following the time 1 survey. We draw on further data collections to replicate findings.

*Results:* A regression-based change analysis supported hypotheses: breach was negatively related to affective commitment but positively related to continuance commitment, where both commitments were negatively related to the intention to quit, which in turn predicted actually quitting. Tenure moderated the path between breach and continuance commitment.

*Limitations:* Reliance on survey data from only two time points.

*Research/Practical Implications:* Employees experiencing breach may be less likely to turnover because of continuance commitment, but are such employees desired by organizations?

*Originality/Value:* Psychological contract breach sets off conflicting commitment ideas, and particularly so for employees with longer tenure.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Psychological contracts***

Sa-OR-S146-2

**Physiological and behavioral reactions to gain and loss cycles in psychological contract evaluations.**

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**Content:** Traditionally, perceptions of psychological contract breach (PCB) trigger a negative emotional reaction, which in turn decreases performance. However, previous studies did not account for how employer-employee exchanges change over time. In this study, we draw from Conservation of Resources Theory to examine how downward (gradually receiving less) or upward (gradually receiving more) spiraling employer-employee exchanges have potential differential influences on performance and stress following PCB or fulfillment.

We performed a 3 (decreasing, stable, increasing financial reward) x 2 (PCB or fulfillment) factorial experiment with objective performance (number of correct answers) and stress (galvanic skin response & heart rate variability) outcomes. 97 participants were randomly assigned to one of the six conditions. Data were analyzed using MANOVA with special contrast.

The worst performance and the highest stress reactions were found among participants who perceived a PCB while being in an upward spiraling employer-employee exchange. Being in a downward spiraling employer-employee exchange seemed to prepare participants for the upcoming PCB (smaller decrease in performance, smaller increase in stress). In contrast, the best performance and the lowest stress reactions were found among participants who perceived fulfillment in an upward spiraling exchange.

The sample was comprised mainly of students which limits the generalizability of these results.

Employers should be aware that breaking obligations will have a more profound impact on employee performance and well-being when perceived organizational obligations are gradually increased versus gradually decreased.

By accounting for how employer-employee exchanges change over time, we further differentiate the PC-performance and PC-stress relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Psychological contracts***

Th-OR-S45-3

**Spinning out of control: Escalation of conflict in the aftermath of psychological contract breach and violation feelings**

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**Content:** We wish to investigate the role of violation feelings in the immediate between-person and unfolding within-person relationship between psychological contract breach (PCB) and acts of counterproductive work (CWB-O) and organizational citizenship (OCB-O) behaviors toward the organization. We tested these relationships by estimating a latent growth curve model on weekly survey data from 80 respondents for 10 consecutive weeks (516 observations). At the between-person level, differences in PCB resulted in higher and lower levels of CWB-O & OCB-O, respectively. These relationships were mediated by differences in violation feelings. At the within-person level, increased PCBs were associated with increased CWB-Os over time, which was mediated by intensified violation feelings over time. No such relationship was found for OCB-O. Our main limitations concern the self-reported nature of the data which potentially introduces social desirability, and the use of weekly-time lags which may result in recollection bias. This study indicated that acts of CWB-O and OCB-O immediately follow upon PCB and violation feelings. In addition, when PCB and violation feelings occur repeatedly, acts of CWB-O will continue to increase, whereas OCB-Os are left unchanged within employees. This is one of the first studies to provide empirical evidence about the differential nature of between- and within-person relationships between PCB, violation feelings, acts of OCB-O and CWB-O. Additionally, the use of repeated weekly data and a latent growth curve model helped us to challenge the results derived from previous cross-sectional studies, by showing that an escalation of conflict pattern exist for CWB-O, but not for OCB-O.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-OR-S5-3

**PRE-ENTRY JOB EXPECTATIONS: A GROUNDED INVESTIGATION OF THE CONTENT DIMENSIONS THAT CONTRIBUTE TO THE FORMATION OF ANTICIPATORY PSYCHOLOGICAL CONTRACT**

C. Erdem\*

**Content:** The purpose of this study is to contribute to the development of psychological contract formation theory through identifying the pre-entry expectations of future employees. This paper draws attention to the antecedents of psychological contract, by inductively investigating the specific content dimensions of anticipatory psychological contract, which potential employees form based on their pre-entry expectations.

32 in-depth semi-structured interviews were conducted with recent graduates who were on the job market at time interviews were conducted. Content analysis is used inductively to identify the themes that emerge from the data.

Five main themes, which shape the content dimensions of the potential employees' anticipatory psychological contracts are emerged from data analysis: (1) career advancement, (2) autonomy, (3) recognition, (4) organizational support and (5) fairness.

It remains to be tested how much these anticipatory psychological contract dimensions influence the formation of the psychological contract once these individuals join their organizations.

One implication of the current study suggests that managing pre-entry expectations and anticipatory psychological contracts of potential employees is an efficient way of managing the adaptation process of new employees into the organization. Therefore, organizations can increase their chances to form healthier relationships with responding to their new employees' needs and expectations and, in return, can expect higher commitment and performance from their employees.

The originality of this study lies in its conceptualization of pre-entry time in psychological contract formation process. Pre-entry time and its importance in shaping employees initial psychological contracts are conceptually acknowledged in the literature but widely overlooked in empirical studies.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Sa-OR-S146-1

## **A Co-Evolution Model of Newcomers' Psychological Contract Formation and Social Networks**

C. Erdem\*

**Content:** Psychological contract has been studied as an explanatory framework for the employment relationship to predict and understand employee attitudes and behaviors. Whilst extensive research has focused on the outcomes of the psychological contract, there has been a paucity of research examining the actual formation of it. The purpose of this conceptual paper is to fill this knowledge gap by introducing a co-evolution model that conceptualizes the concurrent formation of newcomers' psychological contracts and social relationships.

Model development and theoretical mechanisms are explained in detail. Asserting propositions explain how newcomers make sense of information they gathered from pre-entry to post-socialization, leading from pre-entry expectations and social interactions to the formation of psychological contract and social networks respectively.

A novel methodology called SIENA (Statistical Investigation for Empirical Network Analysis) is introduced. SIENA is designed to analyze various types of networks and behavior data as co-dependent variables and makes it possible to simulate the co-evolution of social networks and psychological contract formation.

Implications include effective management of new employees' psychological contracts from the formation stage, therefore, potentially prevent future perceptions of breach and related negative employee outcomes.

This paper is original in many ways. Firstly, it extends earlier research by explaining how and why the nature of newcomers' relationships influence newcomers' psychological contract formation. Secondly and most originally, this paper integrates social networks and psychological contract literatures and moves both beyond examining the joint formation of social networks and psychological contracts, and the extent that they influence each other's' evolution simultaneously.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-OR-S19-2

**Am I leaving because I deserve more? How equity sensitivity explains the psychological contract breach-turnover behavior relationship**

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**Content: Purpose**

While there is extant empirical evidence about the relationship between psychological contract breach and turnover intentions, the link between breach and actual turnover remains poorly understood. Besides the lack of studies, their findings have been mixed. This study aims to provide additional understanding of this relationship by examining the direct relationship between breach and turnover. Moreover, we examine equity sensitivity as a potential moderator of such relationship because individual sensitivity to under-reward situations may help to explain breach-turnover relationship.

**Design/Methodology**

The study was carried out by means of questionnaires within a one-year period. On May 2015, the questionnaires were distributed to all their employees, of whom 145 responded. Then, we collected information regarding the actual turnover of the company between May 2015 and May 2016.

**Results**

To test our hypotheses, we ran logistic regression and calculated the odds ratios. Logistic regression results indicated that individuals who perceive breaches in their contracts tend to leave the organization. Also, this behavior depends on individual equity sensitivity: entitleds are more likely to quit, whereas benevolents are more likely to stay.

**Limitations**

Generalization may be a problem because the data were collected in just one organization.

**Practical implication/Value**

This study sheds light on the inconsistent findings on the breach-turnover relationship, providing additional information for managers on why employees leave the organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

Th-OR-S19-1

**Micro I-Deals: Exploring Within Fluctuations and Co-Worker Support**

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**Content:** Purpose: The main aim of this study is to explore the dynamic nature of idiosyncratic deals (i-deals), which refer to personalized employment conditions between a subordinate and a supervisor. Moreover, the importance of co-worker support is explored in translating one's I-deals into work performance.

Design: A seven-week diary design is used to test our hypotheses. Employees' work performance is evaluated by managers.

Results: Findings from multi-level analyses revealed that I-deals show variation over weeks. This contradicts research to date which has assumed a static assumption of these deals. Moreover, one's obtained I-deals are effective only when there is co-worker support.

Contributions: This research contributes to I-deals theory by showing that such arrangements could be dynamic and micro in nature, which suggest important implications for HRM practices. Second, this research highlights the importance of co-worker support, which are affected but overlooked parties as these deals are stuck.

Limitations: The industry (knowledge-intensive industry) and number of participants (n = 47) are some of the important limitations of the present study.

Practical Implications: Managers, along with HR departments, can design and implement micro I-deals. Care is needed for co-workers whose reactions and resentment are very important to turn these deals into mutually beneficial arrangements for everyone involved.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Sa-OR-S108-4

## **The combined influence of emotional demands and boundary control on detachment: A daily investigation of the stressor-detachment model.**

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### **Content: Purpose**

According to the stressor-detachment model (Sonnentag, 2010), an individual can diminish possible negative effects from job demands on well-being by recovering from work. In this study, we want to examine the direct influence of job resources on daily detachment and the buffering role of job resources in the relationship between job demands and detachment. We will focus on boundary control as a job resource, that is the degree to which employees are able to control their work and home boundaries.

### **Design/Methodology**

We collected daily diary data from 130 employees over a period of 10 consecutive workdays.

### **Results**

Multilevel path analyses showed that boundary control positively related to detachment and buffered the direct negative influence of emotional demands on detachment. Detachment negatively related to exhaustion and positively related to relational satisfaction. Moreover, detachment fully mediated the relationships between emotional demands and exhaustion, and between boundary control and relational satisfaction.

### **Limitations**

We focused on home outcomes, whereas future studies could examine work outcomes (e.g., concentration at work) of detachment.

### **Research/Practical Implications**

Given the beneficial effects of boundary control on detachment and relational outcomes, organizations should allow and stimulate employees to be agents of their own boundary management. Furthermore, organizations could benefit from providing training that enhances employees ability to “mentally switch off” from work.

### **Originality/Value**

Our study adds to the knowledge on the role of job resources and the mediating role of detachment—besides the frequently examined moderator role—in the stressor-detachment model.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Employee stress and burnout*

*Recovery and unwinding*

Sa-OR-S126-4

**Workplace effectiveness in an emergency service organization: The role of personal and organizational resources in post-traumatic growth**

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**Content:** Research has established the relationship between personal and organizational resources in contributing to workplace effectiveness (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) However, most research in this field takes place in mainstream organisations or academic contexts. The interplay of specific demands and resources on personal and organizational outcomes in an emergency services organization (fire fighters and paramedics) is relatively under-researched. Anchored in Conservation of Resources (COR) theory (Hobfoll, 1989), the Broaden-and-Build (BaB) theory (Fredrickson, 2001) and undertaken within the remit of the Critical Incident Stress Management team (CISM), this study investigates the specific role of camaraderie on post-traumatic growth and secondary trauma in a city-wide emergency services organization. 350 service personnel representative of fire-fighters and paramedics from all 14 stations of the service participated in the research by completing a questionnaire (70% response rate). SEM analyses demonstrated that crew camaraderie has a specific protective role in buffering the effects of traumatic workplace demands and limiting the advance of secondary trauma. The implications and limitations of the findings are discussed with respect to theory, research and practice.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Recovery and unwinding***

Fr-OR-S75-4

**Why employees need a break from work: A multilevel mediation examining the mechanisms of daily sleep quality and affect.**

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**Content:** - Purpose

Psychological detachment, or the experience of disengaging from work during non-work hours, involves distancing oneself from work both physically and mentally (Sonnentag & Fritz, 2007). Research has highlighted the importance of detachment for improving work performance and promoting positive functioning (Kinnunen, Feldt, Siltaloppi, & Sonnentag, 2011). However, little research to date has examined *how* detachment actually facilitates these extended benefits. The present study addressed this gap by examining how psychological detachment may elevate work engagement (i.e., vigor, dedication and absorption).

- Design/Methodology

One hundred and thirty-nine North American full-time employees completed a 2-week daily diary study, reporting their daily levels of detachment, affect, sleep quality and work engagement.

- Results

Results from a parallel mediation analysis showed that daily sleep quality and positive affect partially mediated the positive relation between psychological detachment and work engagement with a small effect size. However, negative affect did not significantly mediate this relation.

- Research/Practical Implications

This study highlights that both the physiological (i.e., sleep quality) and emotional (i.e., positive affect) benefits of detachment experiences may be explaining the previously unanswered question of why downtime promotes work engagement.

- Originality/Value

To our knowledge, this is the first study to provide insight into *how* and under *which conditions* detachment facilitates employee work engagement

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Recovery and unwinding*

Fr-OR-S75-3

**Take a social break! The role of break behavior for recovery and well-being**

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**Content: Purpose:** Recovery literature agrees on the importance of recovery experiences for the well-being of employees. An opportunity to recover and maintain resources is provided by breaks during work. The aim of this study is to shed light on the benefits of social interaction during breaks for recovery and well-being at the end of the work day.

**Design/Methodology:** An online survey was conducted which yielded 241 responses, of which 214 made it into the final regression analyses. The survey included scales to measure recovery experience, break characteristics, and the subjective well-being at the end of the work day.

**Results:** Results show that social interaction during breaks from work is the most important contributor to a positive break experience, which in turn is the most important contributor to recovery and a positive well-being in the evening. Remaining at the workstation and not engaging in talk about non-work topics hinder detachment and recovery, and negatively affect a positive break experience.

**Limitations:** Results are limited by self-reported data.

**Research/Practical Implications:** The study findings suggest that employee well-being can be positively improved via 1) promoting social interactions at breaks from work, and 2) offering activities for employees away from their immediate working environment.

**Originality/Value:** To our knowledge, recovery literature primarily investigated after work and holiday recreation and its impact on recovery and well-being, or on work breaks for well-being during work and directly after the break, but little focused on breaks potential to contribute positively to well-being at the end of the day.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Recovery and unwinding***

Sa-OR-S108-1

**The relation between post-work reactivity and mental wellbeing**

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**Content:** Purpose: Previous research has established that affective rumination — involuntary mental attention to cognitive representations of work-related stressors — may uphold strain even when exposure has ceased. While affective rumination has been shown to predict impaired mental health, previous studies have found that cognitive problem solving of work-related issues may be benevolent for subjective wellbeing. The purpose of this study was to explore relations between three different aspects of post-work mental reactivity and mental health complaints.

Method: An online questionnaire was completed by 268 employees in a wide range of white-collar occupations; 59% females and 41% males, median age 33 years. Three distinct aspects of post-work mental reactivity were identified by factor analysis: Affective Rumination, Cognitive Problem Solving and Detachment. Mental health complaints were assessed by GHQ12.

Results: Linear regression analysis revealed that the three aspects of post-work reactivity jointly accounted for 34% of the variance in mental wellbeing. While affective rumination was significantly related to increased mental health complaints, cognitive problem solving was associated with higher mental wellbeing, whereas there were no significant relationships between detachment and mental health.

Limitations: The cross-sectional study design excludes any causal inference from the findings. Sample characteristics may reduce the external validity of the results.

Research: The different aspects of post-work thinking were found to be distinctly related to different mental health outcomes, adding to our theoretical understanding of the recovery process.

Value: The findings highlight the importance of a work content that encourages workers to have a creative job involvement.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Recovery and unwinding***

Fr-OR-S75-1

**Too tired to recover: A multi-level study on the role of motivation during off-job activities**

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**Content:** Purpose. Consistent with effort-recovery theory, ample empirical evidence has shown that to stay healthy, employees need to recover after work to replenish the resources depleted during the workday. However, there is less consensus in the literature about what the key to successful recovery is. Specifically, in this longitudinal study we examined whether employees who were already fatigued at T1 undermine their own recovery process by undertaking less intrinsically motivating off-job activities.

Design/methodology. To test our hypotheses, we conducted a multi-level including a baseline measurement (T1), as well as two day-level measurements (motivation during recovery activities) and one week-level measurement (fatigue and burnout) during three successive weeks. Eighty-seven employees (52% female, mean age 41.79) participated. Most participants (74%) filled out all nine questionnaires.

Results. Multi-level analyses showed overall support for our hypotheses. In sum, we found that initially fatigued employees initiated less intrinsically motivated off-job activities, which resulted in poor self-reported recovery and increased fatigue and burnout over the weeks (loss-spiral).

Limitations. We asked participants to report the off-job activity they spent most of their time on, instead of asking specifically how much time they spent on this activity.

Research/practical implications. We identified an important risk factor for burnout, namely incapability to initiate off-job activities one really likes and that are accompanied by the experience of freedom and autonomy.

Originality/Value. A unique contribution of this longitudinal three-level study is that we found evidence that intrinsic motivation for off-job activities plays an important role in the recovery process of already fatigued employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Sa-OR-S124-1

#### **Keeping work in mind?**

#### **A Meta-Analysis on Antecedents and Outcomes of Detachment from Work**

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#### **Content: Purpose**

Detachment from work has been identified as an important non-work-experience helping employees to recover from work. It has to be considered as a condition for health and well-being as well as a result of working conditions. We wanted to clarify in what extend detachment from work is related to consequences of strain and which relations to potential antecedents exist.

#### **Design/Methodology**

We carried out a meta-analysis (k = 73 independent study samples; N = 30,236) to examine antecedents and outcomes of detachment in employee samples.

#### **Results**

Results indicated positive relationships between detachment and mental and physical health, state well-being and task performance. Associations between detachment and physiological stress indicators and work motivation were not significant. Unexpectedly, associations with contextual performance were significant, but negative. Furthermore several job demands were positively related and job resources were negatively related to detachment.

#### **Limitations**

Most of the studies are based on self-reported cross-sectional data, approx. 75% with the same questionnaire.

#### **Research/Practical Implications**

To our knowledge, little is known about work design interventions to improve detachment from work. In future studies more objective criteria should be used for recovery measurement and, moreover, the affective quality of work related thoughts has to be considered. We suggest studying detachment as mediator between working conditions and strain outcomes. Furthermore, additional moderating effects of stress-related appraisal processes have to be examined when clarifying the role of detachment for the stressor-strain relationship.

#### **Originality/Value**

To our knowledge, this is the first meta-analysis on antecedents and outcomes of detachment from work.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

Fr-OR-S75-2

#### **The impact of supplementary short rest breaks on task performance and strain at work: A meta-analysis**

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#### **Content: Purpose**

Within-shift rest breaks are important to prevent an accumulation of impairing short-term effects of strain over working time. However, the impact of breaks on productivity is less clear. In this meta-analysis, we aimed to investigate in what extend supplementary, scheduled, frequent and short rest breaks improve task performance. Moreover, we examined side-effects on mental and physical strain.

#### **Design/Methodology**

We carried out a meta-analysis on the basis of the available literature (EBSCO, PubMed, PSYINDEX, SCOPUS) for the years January 1990 to December 2014 and checked  $k = 1,049$  full-text articles for inclusion. This yielded in a set of 11 independent intervention studies ( $N = 705$ ) for the analysis.

#### **Results**

We found significantly positive effects of breaks on qualitative ( $g = 0.23$ ) and quantitative ( $g = 0.12$ ) measures of task performance. Effect sizes for both performance measures were homogeneous. Thus, we found no impact of potentially moderating variables (e.g., task-characteristics). The mean reduction of working time due to supplementary rest breaks was 9.3%. Importantly, improvements in performance occurred not at costs of higher strain. Rest breaks even significantly reduced employees' self-reported mental ( $g = -0.20$ ) and physical ( $g = -0.36$ ) strain.

#### **Limitations**

Our results are limited by the small number of available study samples, and relatively short intervention periods in these studies.

#### **Research/Practical Implications**

Our study shows that both employees' performance and well-being benefit from supplementary within-shift breaks. Future research should examine the boundary conditions and underlying mechanisms of these effects.

#### **Originality/Value**

To our knowledge, this is the first meta-analysis on effects of supplementary, frequent short rest breaks during working time on performance and strain outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Recovery and unwinding***

Sa-OR-S108-3

**Rest and recovery in psychologists: how psychologists work and relax in flexible working conditions**

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**Content:** Purpose. Characteristics of modern work include high degree of autonomy and flexible work planning, which provoke work activities during off-work time, rest time reduction and insufficient recovery [Sonnentag, Arbeus, Mahn, Fritz, 2014; Zijlstra, Sonnentag, 2006]. The study is focused on differentiation and efficiency evaluation of proactive/reactive approaches to rest and recovery.

Design and methodology. This study (N=47) as a part of multilevel research program (N=491, 2003-2016) was conducted in two samples: psychologists under normal work conditions, and psychologists under tensed conditions. We expected that psychologists (who certainly know much about effective well-being improvement) tended to exhibit proactive approach. The methods included instruments to assess rest planning and recovery efficiency [Luzianina, 2003], subjective diversity of work/rest [Artemyeva, 1999].

Results. Psychologists declare rest as one of the core values; for psychologists working in emergency both work and rest are valued higher; despite this, the majority in both samples demonstrate reactive approach to rest and insufficient recovery.

Limitations. The samples were selected taking into account opposite work conditions; the results could be interpreted with respect to some differences in work content as well.

Practical Implications. It is highly recommended for psychologists to develop proactive attitudes towards rest planning as a part of professional competence, especially required for extreme and high-load conditions.

Originality/Value. The features of proactive/reactive approaches to rest in connection with recovery efficiency in psychologists has not been studied before; the obtained results could help to outline the gap between high value of rest and low intention to organize it properly.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee stress and burnout***

### ***Recovery and unwinding***

Sa-OR-S108-2

#### **The role of daily mindfulness at work and home in the stressor-detachment model**

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#### **Content:** -

**Purpose:** The stressor-detachment model (Sonnentag & Fritz, 2014) postulates that job stressors impair employees' psychological detachment from work during nonwork time, which in turn influences employees' well-being. In this diary study, we investigate the role of state mindfulness (i.e. a state of consciousness in which individuals pay attention to the present moment with an accepting and nonjudgmental attitude) as moderator in the stressor-detachment model. Specifically, we distinguish between mindfulness experienced at work and at home during nonwork time.

**Design/Methodology:** Sixty-five employees responded to two daily surveys (i.e. after work and before going to bed) over five consecutive workdays.

**Results:** Job stressors (time pressure, emotional demands) did not predict detachment, which in turn did not predict well-being (positive and negative affect) at bedtime. However, the relation between emotional demands and detachment was moderated by both mindfulness at work and at home, the relation between time pressure and detachment was moderated by mindfulness at home only. When daily mindfulness (at work or home) was low, job stressors were associated with decreased detachment. This was not the case when daily mindfulness was high. Moreover, we found that detachment was negatively (positively) associated with positive affect when mindfulness at home was high (low).

**Limitations:** The use of paper-and-pencil surveys did not allow objectively checking participants' compliance.

**Practical Implications:** Organizations could offer mindfulness-based interventions to foster employees' mindfulness at work and at home.

**Originality/Value:** We extend and refine the stressor-detachment model by incorporating state mindfulness as moderator. Moreover, we contribute to mindfulness research by examining mindfulness in different life domains.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Research methodology**

### **Research design**

Th-OR-S23-4

### **Using data from repertory grid interviews to design a questionnaire measure of ethical behaviour for financial advisors**

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#### **Content: Purpose**

Financial advisors' tacit perceptions about what constitutes ethical and unethical behaviour may have a significant impact on the way they interact with clients and the suitability of the advice they give. Data derived from repertory grid (RG) interviews (Kelly, 1955) was used to design a questionnaire measure of these perceptions. The RG technique has been shown to be particularly useful in eliciting tacit knowledge (Grant, 2007). This paper will describe the process of using data from the RG during the design and piloting of the questionnaire.

#### **Design/Methodology**

Data deriving from 20 RG interviews was classified into 153 unique constructs, organised into 22 categories and 4 superordinate categories. These data were then used to construct a questionnaire. Cognitive interviewing with 5 further subject matter experts was used to refine the questionnaire content.

#### **Results**

The process of designing the questionnaire, including the rationale behind decisions taken at different stages, will be presented.

#### **Limitations**

Methodological rigour was observed throughout all stages of the process, but the study was carried out in one particular bank, and thus results might not be generalizable in full to other contexts. A greater number of cognitive interviews would have helped refine the tool, but this was not possible due to the limited population from which the interviewees could be drawn.

#### **Research/Practical Implications**

The tool created using this process can be very useful when designing selection tools and training programmes for financial advisors.

#### **Originality/Value**

This paper describes a relatively novel and underutilised but very rigorous questionnaire design process which can be used to design measures of poorly understood tacit knowledge constructs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Resilience***

Sa-OR-S135-1

## **The impact of mental toughness and coping styles on psychological resilience amongst An Garda Siochana.**

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<sup>1</sup>London Metropolitan University, London, United Kingdom

**Content:** The impact of mental toughness and coping styles on psychological resilience amongst An Garda Siochana.  
Kearney, S & Lochun, S. London Metropolitan University.

### **Purpose**

Police officers are recognised as having an extremely stressful and high-risk occupation. Stressors and critical events experienced by officers can negatively impact their psychological wellbeing. Psychological resilience can mitigate the negative experience of stressors. This research investigates whether mental toughness (MT), positive coping, or negative coping could predict levels of psychological resilience among a sample of An Garda Siochana, the Irish police force.

### **Design/Methodology**

124 serving Gardai aged 18 years or over (F=39, M=87) responded to an announcement on the Garda Review website inviting them to participate in a survey containing the Mental Toughness Questionnaire-18, Connor-Davidson Resilience Scale-25, and the Coping Strategies Inventory-Short Form. Information about age, gender, years' experience on the force, experience of trauma, and support-seeking behaviours were also collected.

### **Results**

A stepwise multiple regression analysis showed that MT significantly predicted psychological resilience ( $F(1, 122)=159.420$ ,  $p<.001$ ), explaining 56.6% of the variance.

### **Limitations**

The results demonstrated that the predictor variables positive and negative coping were strongly correlated with mental toughness, and did not add to the prediction of psychological resilience.

### **Research/Practical Implications**

This research demonstrates the positive impact that MT has on resilience and coping in stressful occupations. The research findings may inform training and interventions for Gardai to develop their MT skills and use of positive coping strategies, with the aim of increasing their psychological resilience, and ultimately, supporting their psychological wellbeing in their workplace.

### **Originality/Value**

The research suggests that targeted interventions to increase mental toughness or use of positive coping strategies may enhance resilience in Gardai.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Resilience**

Fr-OR-S100-1

**The development of psychological capital training intervention and its impact on individual and organizational outcomes**

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**Content:** Recently scholars are interested in positive construct ‘psychological capital’, however, little attention has been given to the development of this construct and its spill-over effects on individual and organizational outcomes. In this study, the effects of a psychological capital training intervention on psychological well-being as an individual outcome and several performance-related aspects of work–feedback-seeking behavior, networking and the usage of compromising and integrating in conflict situations as organizational outcomes by means of multilevel analyses are analyzed using a sample of apprentices. We first analyzed whether psychological capital (PsyCap) can be improved through a pilot study with 40 students. Afterwards, we conducted two other studies with apprentices to examine the benefits of PsyCap in both individual and organizational levels. Results provided support for the development of psychological capital through a 4-hours training intervention as well as the spill-over effects of PsyCap on psychological well-being at the individual level and feedback-seeking behavior as well as compromising in conflict situations at the organizational level.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Resilience***

Sa-OR-S135-3

**How to increase positive outcomes by organizational practices and transformational leadership through resilience: A multilevel study.**

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<sup>1</sup>Universitat Jaume I, Castellón de la Plana, Spain

**Content: Purpose:** This multilevel study explores the predicting role of healthy organizational practices (OP) and transformational leadership (TL) on resilience at work, as well as it tests the mediation role of resilience between OP and TL with positive outcomes. The hypotheses are tested at team and organizational level.

**Design/Methodology:** A sample of 1169 employees, clustered in 152 teams from 38 SMEs, filled out the questionnaires about perceptions of team's TL and organizational resilience. Moreover, 152 team's supervisors filled out the questionnaires about team resilience and team performance, together with OP. Finally, 2272 costumers report about their satisfaction with organizational service.

**Results:** Hierarchical linear modeling highlighted that: a) shared team perceptions of TL are positively related to team resilience; b) team resilience mediates the relation between TL and performance at team level; c) healthy OP are positively related to organizational resilience; and d) organizational resilience mediates the relation between OP and costumers' satisfaction.

**Limitations:** Cross-sectional data from a convenience sample.

**Research/Practical Implications:** As research implications, highlight the relevance of resilience as mediator between multilevel antecedents of positive outcomes and the effort in advancing the theory at the team and organizational level by adding a multilevel perspective. At a practical level, results suggest that interventions to develop TL and implement OP may increase resilience at work, which in turn is positive related with positive team and organizational outcomes.

**Originality/Value:** Multilevel regression analyses take into account the potential organizational membership effects. Data was derived from different sources.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Resilience***

Sa-OR-S135-2

**Investigating the relationship between proactive goal regulation, personal initiative, transition and resilience.**

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**Content: Purpose:** Resiliency and self-regulation are important components during periods of adversity. Past research focused on self-regulation as a way of overcoming barriers that seemed to hold particular comparisons to resiliency, however little had been done to empirically test this. Therefore, the purpose of this paper was to examine proactive goal regulation and personal initiative and their role in developing resilience during times of transition.

**Design/methodology:** Participants (n=150) were third-level students engaging in a nine-month Cooperative education and career programme (CO-OP). Participants filled out on-line self-report surveys on psychological and demographic measures at six time points (baseline, one month, two months, three months, four months, eight months). A longitudinal growth model design analysed proactive goal regulation and personal initiative at time one predicting growth in resilience across the five time points.

**Results:** Results showed a significant predicted growth in resilience across all five time points, indicating that proactive goal regulation and personal initiative develops resilience in times of transitions. Additionally, findings also showed that identity was a predictor in how successful students adapted to their new environment.

**Limitations:** limitation of the study was the preliminary use of self-reported data.

**Research/Practical Implications:** This research has significant scope for practical application in terms of training and developing proactive goal regulation and personal initiative to uphold resilience in times of transition.

**Originality/Value:** Little past research has examined the role of proactive goal regulation and personal initiative in resilience development, to our knowledge this is the first study to do so.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Resilience***

Fr-OR-S100-2

## **The fluctuations of employee resilience during short-term adversity in proactive workplace goal pursuits**

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### **Content: Purpose**

Resilience research often focuses on encounters with major life adversity. Such events are relatively rare, and more recently, research has investigated resilience in less severe contexts. For example, Bonanno and Dinich (2013) considered resilience in relation to the adaptability to both chronic and acute stressors. Organisational environments present exposure to both stressors whereby individual resilience may fluctuate, change and develop in response to such. This investigation focuses on short-term chronic stress within office workers which act as a rich and dynamic natural laboratory in mentally healthy individuals'.

We hypothesised that resilience fluctuations to perceived stressors will be mediated by individual regulation of emotion and/or affect and/or perceived uplifts.

### **Design/Methodology**

Office workers across six Irish companies ( $n=150$ ) completed four surveys over an eight week period. The quantitative survey assessed resilience, daily hassles and uplifts, stress appraisals, emotion regulations, pro-active goal regulation and affect across each timepoint. SPSS and Hayes PROCESS macro were used to assess mediation and moderation.

### **Results**

Results showed no significant difference between resilience and perceived stressors. However, higher resilience was significantly related to perceived uplifts and positive affect. Strong correlations of resilience with pro-active goal regulation and emotion regulation were found.

### **Limitations**

The longitudinal nature of the research resulted in 35% of survey participants dropping out.

### **Research/Practical Implications**

Results offer empirical evidence of how HRD departments can optimally invest in resilience development to regulate stressors.

### **Originality/Value**

To our knowledge, the study is the only research specifically focused on short-term resilience processes in mentally healthy individuals at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Resilience***

Th-OR-S47-2

#### **E-Worker Resilience: A Competency based approach to ameliorate the impact of technology on well-being**

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<sup>1</sup>University of Bedfordshire, Bedford, <sup>2</sup>Coventry University, Coventry, United Kingdom

#### **Content: Purpose**

This study aimed to identify the skills and competencies that help e-workers and organisations better understand the impact of e-working and technology use on well-being, and the positive and negative behaviours that influence their 'e-resilience'.

#### **Design/Methodology**

Data were obtained from 34 semi-structured interviews with e-workers in a range of job roles, within a large international private sector company. Data were analysed thematically and a framework analysis applied to extract the key skills and behaviours associated with e-resilience.

#### **Results**

Five key themes emerged: knowledge, skills and abilities; agile working; lifestyle and personal qualities; management styles and organisational actions. Concluding that specific e-worker training, inclusion of competencies into appraisals and reviewing policies aids the development of effective e-workers.

#### **Limitations**

Interview data was obtained from a single organisation, potentially restricting the generalisability.

#### **Research/Practical Implications**

The preliminary framework emerging from the data highlights differences in the skills and behaviours required for healthy and productive behaviour between office-based staff and e-workers. The framework has strong potential to inform and develop self-regulatory practices and to help organisations provide effective guidance and support to manage issues relevant to the wellbeing of e-workers, such as boundary management and work-life integration when using technology.

#### **Originality/value**

This research provides important insights into an under-researched area. Firstly, the need for organisations and managers to benchmark their e-workers capability; and secondly, to identify specific training needs and coaching/counselling opportunities to improve e-worker performance and productivity ameliorating some of the negative effects of technology usage.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Labor market issues***

***Return-to-work***

Th-OR-S30-3

**Staring at the cliff face: A qualitative study of how confidence and subjective competency mediates reemployment efficacy in an Irish cohort.**

J. Dixon\*

**Content:** In Ireland, the majority of literature concerning unemployment focuses on articles and reports that emanate from the social economic perspective. Although useful to a point, such studies only hint at the personal experiences of job seekers themselves.

Futhermore, such studies fail to adequately explore the role of psycho-social variables like confidence, self efficacy, subjective competency, and mindfulness that appear to play an important role in the efficiency of the reemployment process. As a result, this study aimed to gather the experiences and individual reflections of job seekers through the use of semi-structured interviews. Narrative data was collected from 77 job seekers participated in a total of 12 group interviews (ranging from 3-11 participants) conducted between September 2015, and July 2016. Through thematic analysis both approach and avoidance aspects of job seeking confidence were revealed. Related themes were the awareness and self evaluation of perceived skills and competencies which appeared to influence job seeking clarity, job seeking intensity, and even choice of job seeking method adopted. Similar to other Irish studies (O'Connell, McGuinness, Kelly & Walsh, 2009), the notion of psychological scarring was also reported and explored with the finding that repeated non replies from job applications had a particularly negative effect on self esteem, and self efficacy. As with other qualitative studies, the generalisation of the findings would most likely be affected by the time and place of the study (to a lesser or greater degree). However, the results could significantly contribute to the proposed content of reemployment training programmes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Reward systems***

Fr-OR-S104-1

#### **Pay no attention to my gender: Effects of gender in the pay-setting process**

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#### **Content: Purpose**

While it is well established that women have lower pay than men, it is not known if women and men perceive the justice of a pay setting process differently or if perceptions of justice differ depending on the gender of the supervisor. The aim of this study was to investigate differences between women and men employees, who have a woman or man as pay-setting supervisor, in perceived pay-related justice as well as actual pay level and pay raise (in relative and absolute levels).

#### **Design/Methodology**

Questionnaire data were collected from 841 employees in a Swedish private sector company that has implemented a new pay-for-performance system.

#### **Results**

2 (employee's gender) \* 2 (supervisor's gender) MANOVAs indicate that women experienced higher levels of perceived pay justice than men. There was no gender difference in relative pay increase, whereas men, on average, had a higher pay-level and absolute pay increase than women. On average, men pay-setting supervisors gave a higher pay-increase than women pay-setting supervisors. There only significant interaction effects was for pay level.

#### **Limitations**

The data derives from one company that has worked hard to implement a new pay-setting system. The study needs replication in other organizational contexts as well as in nationally representable samples.

#### **Research/Practical Implications**

Implementing pay-for-performance systems has the potential to create a more gender equal pay-setting process.

#### **Originality**

This is one of few studies investigating gender equity in pay-related justice and the potential effects of the pay-setting supervisors' gender in a performance-based pay-system.

**Disclosure of Interest:** None Declared

**Keywords:** None

**A Competitive Mind in a Competitive World: Pay-for-Performance and Unethical Behavior**

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**Content:** Especially after the finance crisis it has been argued that Pay-for-Performance (PfP) programs, i.e. using attractive monetary bonuses for the attainment of business goals, cannot only boost employee performance, but also lead to over-competitive, unethical behavior. In this paper, we hypothesize that PfP activates associations of competitiveness and aggression, and that this perception of competition is the motivating process for subsequent unethical behavior. Using a social-cognitive framework (Strack & Deutsch, 2004), we assume that this activation does not only take place in a reflective, sense-making system, but also in an impulsive, automatic system. We tested our assumptions in two studies, finding support for our hypothesis. In a field study with a sample from the finance industry (N = 286), employees in a PfP system perceived a more competitive work climate and showed more unethical pro-organizational behavior as well as interpersonal deviance, i.e. harming behavior against others. In an innovative word completion task (N = 104) we tested the impulsive activation of concepts, and participants in the PfP condition showed a stronger implicit activation of aggressive and competitive associations than participants in the control group. To our knowledge, this study is the first to test the impulsive reactions of participants to a PfP system. Thereby our study allows conclusions about the mental processes that shape employee behavior in such systems.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Human resource management**

### **Reward systems**

Fr-OR-S104-3

#### **Cognitive Appraisals of Pay-for-Performance: Impacts on Work Motivation and Job Strain.**

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<sup>1</sup>School of Psychology, The University of Queensland, Brisbane, Australia

#### **Content: Purpose**

There is debate in the rewards literature about whether financial incentives undermine motivation and/or improve performance. However, to date, we have largely failed to consider the stress and coping processes involved in striving to achieve financial incentives, in particular the role of individuals' appraisals of the requirements of their pay-for-performance scheme. Whether a financial incentive is beneficial or detrimental to an employee's functioning at work could be "in the eye of the beholder". As such, we sought to examine the relationship between appraisals of pay-for-performance (i.e., as a challenge or a hindrance) and self-reported levels of job strain. We expected that if pay-for-performance is appraised as a challenge it will be negatively associated with job strain, however if appraised as a hindrance it will be positively associated with job strain. We further examine if the different motivational components from self-determination theory underpin these effects.

#### **Design/Methodology**

Using an online survey panel, we advertised our survey to employees with pay-for-performance from diverse professions, organisations, and industries. After screening procedures, the final sample comprised of 348 employees currently working with pay-for-performance. There were 166 female (47.8%) and 181 male (52.2%) participants. The mean age was 35.03 years ( $SD = 9.87$ ; range = 19 – 68). The most common incentive types were bonuses (51.32%) and commission (16.72%), with team bonuses (11.09%) being the next most common incentive type.

#### **Results**

Direct and indirect PROCESS analyses (Hayes, 2013) supported the Hypotheses, with the negative relationships of challenge appraisal and indicators of job strain explained by intrinsic motivation and identified regulation. Conversely, and as expected, the positive relationships of hindrance appraisal and indicators of job strain were explained by extrinsic regulation (social type).

#### **Limitations**

This research is cross-sectional in nature; longitudinal research is needed to understand the temporal processes involved.

#### **Research/Practical Implications**

In sum, appraisals are important and can help to explain the processes involved in the undermining effect of financial incentives. Moreover, these findings have the potential to improve the design of pay-for-performance compensation programs.

#### **Originality/Value**

This is the first study to consider the role of cognitive appraisal in the context of pay-for-performance compensation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Risk and safety management***

Sa-OR-S136-3

**Can safety trainings buffer the effects of job risks on accident severity?**

**An organizational level analysis in high-risk industries**

J. Bunner <sup>1,\*</sup>, R. Prem <sup>1</sup>, C. Korunka <sup>1</sup>

<sup>1</sup>University of Vienna, Vienna, Austria

**Content:** Purpose

Safety trainings are vital means for organizations to prevent accidents among their staff, especially in high-risk industries. However, there is no conclusive evidence of the effect of safety trainings regarding objective accident data. This study investigates safety trainings (regularity and quality) as a moderator in the effects of psychological and physical risks on objectively measured accident severity.

Design/Methodology

Safety engineers assessed the psychological and physical job risks that the employees of 232 wood and metal processing companies are exposed to in their jobs as well as the regularity and quality of safety trainings. Objective data on accident severity for the following four years was provided by the Austrian Social Insurance for Occupational Risks (AUVA).

Results

Hierarchical regression analyses showed no significant results for the effects of psychological and physical risks on accident severity. However, the regularity of safety trainings attenuated the effects of physical risks on accident severity ( $\beta = -.183, p < .05$ ).

Limitations

Our findings should be generalizable to other industries, however data collection was limited to the wood- and metal processing industries.

Research/Practical Implications

Future research should focus on the design of safety trainings to reduce accident severity among different physical and psychological job risks.

Originality/Value

The investigation of how safety training might buffer the effects of job risks on objectively measured accident severity is a new approach to workplace safety.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Risk and safety management***

Fr-OR-S66-1

**Effectiveness of occupational health and safety training: success factors and critical issues**

F. Ricci\*, A. Pelosi, C. Panari, A. Chiesi

**Content: Purpose**

Our aim was to evaluate the effect of training on safety knowledge, attitudes, behaviors and health outcomes.

**Methods**

Employees of an occupational training institute (n=141), were randomly assigned to experimental conditions of safety training: mandatory, discretionary, control. All outcomes were measured, by standardized tests and an observational checklist, before training, immediately after (T1) and then three and six months (T3) later. The original training model (10 hours during 16 weeks) was divided in three steps: presentation in classroom of every day risk conditions, through original video; individual practice on the job; classroom discussion of self-cases, in small groups.

**Results**

Training had an impact on safety outcomes (no difference between G1-G2), but its efficacy has generally decreased until T3. We found a greater effectiveness when training was delivered by qualified trainers and the contents of training were closely related to the daily work experience.

**Limitations**

The proposed explanatory model could be valid almost for the work context studied: constraints are due to the ecological characteristics of the empirical study and limited number of participants.

**Research/Practical Implications**

Effects of training can be maintained only by providing a re-training over time and highlighting usefulness of training instead of the compulsory attendance. We provided a new methodological approach and valid measures in order to extend the investigation to other work sectors.

**Originality/Value**

Data highlight an effective training model and show that the correct risk's perception can determine safer behavior through the mediation of: a) positive attitudes toward safety; b) occupational safety climate.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety*

*Risk and safety management*

Sa-OR-S136-4

**Workplace psychological risk assessment in Germany from a SME perspective: qualitative expert interviews**

A. Al Afni\*

**Content:** Workplace psychological risk assessment in Germany from a SME perspective: qualitative expert interviews

Anna Al Afni, University of Bremen, Germany, Collaborative research center 11 (Sonderforschungsbereich 11)

**Purpose**

In October 2013 German legislature led to the extension of the law of Occupational Health and Safety (ArbSchG) in order to include assessment of psychological risk at the workplace. Due to the novelty of the law there are hardly any model cases regarding the implementation of psychological risk measurement, evaluation and prevention in small- and medium sized companies. This opens up ground for work- and organizational psychologists. The main aim of this pilot study was to identify relevant practitioners as well as to identify convenient processes, instruments and “best practices” suitable for small – and medium sized companies.

**Design/Methodology**

Qualitative semi-guided interviews were performed with fifteen experts (among Occupational Health and Safety Specialists, Human Resources and Corporate health Personnel) in the service sector. The interviews were analyzed using qualitative content analysis.

**Results** Qualitative content analysis show that there is a strong reliance on external help to implement methods and a multitude of qualitative and quantitative risk measurement methods with different depths of analysis and quality criteria do co-exist.

**Limitations** The study consists of a convenience sample with only a small number of participants. However, it was not the aim to obtain representative results, but to explore relevant SME decision makers experience with the implementation of the new law.

**Originality/Value** To our knowledge, the study is the first to analyze the status quo of the implementation of the psychological risk assessment in the context of the new law, outside large corporations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Risk and safety management***

Fr-OR-S66-2

**Effecting change: When does an innovation become a violation?**

A. Bannister-Tyrrell\*, K. Carrick

**Content:** A study being conducted through the School of Psychology at the University of Newcastle (Australia) is researching innovative decision making within aviation maintenance. The trend to train aviation technicians in business process reforms, such as; Lean, Six-Sigma, and Continuous Improvement; indicates an expectation for the identification and implementation of innovative solutions to business performance. However, within highly regulated industries such innovations may be considered violations were they to extend into the conduct of maintenance rather than just being constrained to a business improvement process. Capturing and capitalising on innovation requires an understanding of the decision precursors, actions and implications of the originator and an understanding of the effect that the decision has on the change process. Acknowledgement of risk and an acceptance of the extant risk profile will be dependent upon the scope of the innovation and its relationship to the intended innovation decision action. In order to address the innovation-risk balance a requirement exists to understand the implications of effective risk awareness, the veracity of risk mitigation strategies and the establishment of risk barriers to prevent violations from materialising from innovative actions.

The research involves aviation maintainers, airworthiness regulators, accident investigators as well as policy developers and implementers. Study participants comprise commercial airlines, General Aviation, Defence and heavy maintenance contractors. The research utilises two quantitative instruments as well as qualitative interviews. Data drawn from the research project suggests a disconnect exists in the application of risk and the extant acceptance of the inherent risks involving innovation in aviation maintenance.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Occupational and organizational safety*

*Risk and safety management*

Sa-OR-S136-2

**The Influence of Historical Events in the U.S. and Europe on Safety Research and Practice**

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**Content: Purpose:** This presentation will highlight how historical events, legislation, and commissioned reports have shaped safety research and practice within Europe and the U.S. over the past two centuries.

**Methodology:** A select review will be organized around developments within four time periods: The Industrial Revolution, The Progressive Era, WWII and the Cold War, and the post-Cold War Era, and point to the pioneering contributions of applied psychologists and others to the promotion of worker and workplace safety.

**Results:** The shift from an early focus on the individual and basic worker protections to the present multi-level perspective where both individual (e.g., worker preparation and safety performance) and group/organization factors (e.g., leadership and safety culture/climate) are primary foci will be noted.

**Research/Practice Implications and Originality:** To enhance awareness of major lessons learned within an historical context, with an emphasis on why and how particular legislative developments and research contributions affect current safety practices across countries.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety*

*Risk and safety management*

Fr-OR-S66-3

**Do all roads lead to Rome? - Exploring the nature of Psychosocial Risk Assessment (PRA) in qualitative case studies**

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<sup>1</sup>Federal Institute for Occupational Safety and Health, Berlin, Germany

**Content: Purpose:** In the European Union (EU) management of psychosocial issues is among employers' legal responsibilities. In some European countries, like Germany, Psychosocial Risk Assessments (PRA) are legally required as a central element of occupational safety and health strategies (OSH). The German legislation does not specify how the PRA has to be performed, thus, allowing great leeway that might result in a large variety of operational procedures.

**Design/ Methodology:** This study explores operational procedures of PRA in forty-one qualitative case studies including a wide range of sectors, branches, and sizes of enterprises. Based on semi-structured interviews with stakeholders (top and middle management, employee representatives, OSH officers) we compare different approaches of assessing and evaluating psychosocial risks, discuss and illustrate their strengths and weaknesses with regard to their influence on the whole process of PRA.

**Results:** In fact, we found a large variety of methodological approaches of PRA, ranging from unstandardized conversations, observations, team discussions and workshops up to rather standardized, instrument-based surveys and workplace observations. Each of these approaches faces different challenges. They will be presented and discussed under a methodological point of view.

**Research/Practical implications:** Based on results from this study, that allow deep insights into the nature of Psychosocial Risk Assessments, we provide indications for methodological decisions that have to be made by every stakeholder who is in charge of the PRA.

**Originality value:** To our knowledge, this study is the first that explores qualitatively such a large variety of operational procedures of PRA.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Risk and safety management***

Sa-OR-S136-1

**Group and individual psychodiagnostics of psychological safety resources in a small team of specialists**

E. Meshcheryakova <sup>1,\*</sup>, N. Kozlova <sup>1</sup>, T. Levitskaya <sup>1</sup>, S. Bogomaz <sup>1</sup>, L. Mareeva <sup>1</sup>, I. Atamanova <sup>1</sup>, O. Panferova <sup>1</sup>, V. Matsuta <sup>1</sup>, S. Litvina <sup>1</sup>

<sup>1</sup>National Research Tomsk State University, Tomsk, Russian Federation

**Content:** Purpose

Professional activity in workplaces implying a high risk of emergency situations is tightly connected with the issues of professional suitability and occupational health, psychological safety being viewed as one of their key aspects. In addition, such workplaces often deal with small teams of specialists, so conventional statistics-based methods of personnel assessment may not result in clear outcomes. The aim of this study was to develop a complex psychodiagnostic tool for examining small samples and evaluate psychological safety resources in specialists employed in an explosion-and-fire-hazardous workplace.

**Design/Methodology**

Taking into account an integral nature of psychological safety, we combined six psychodiagnostic techniques (hardiness, self-organization of activity, psychological well-being, ambiguity tolerance, neuro-mental tension and health under extreme conditions) into a psychodiagnostic package. We also applied case analysis and graphical data visualization techniques to identify deviations in the study participants' psychological indicators.

**Results**

Standard statistical methods of evaluating psychological qualities showed that the study participants were on average suitable for executing professional activity under extreme conditions. However, case analysis and bagplot analysis enabled us to specify three groups of specialists depending on their risk of maladjustment to meet the requirements for explosion-and-fire hazardous workplaces.

**Research/Practical Implications**

The results from this study allow further research into psychological safety resources at hazardous workplaces and can be applicable for conducting effective personnel assessment in small teams using the psychodiagnostic model developed.

**Originality/Value**

This study seems to be the first one applying case analysis and bagplot analysis to evaluating work-related psychological characteristics in small teams of specialists.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Occupational and organizational safety***

### ***Safety climate and safety culture***

Fr-OR-S66-4

#### **Physicians' perceptions of psychological safety climate and performance feedback in a multi-specialty survey**

R. Scheepers\*, M. van den Goor, O. Arah, M. J. Heineman, K. Lombarts

#### **Content: Purpose**

Physicians' continuous learning and improvement can, among others, be facilitated by performance feedback of their peers. Research shows that learning behaviors and knowledge sharing are stimulated in teams with more psychological safety. However, it is unknown whether higher psychological safety also stimulates physicians to provide more performance feedback to their peers. In this study, we researched the association between psychological safety and performance feedback.

#### **Design/Methodology**

Physicians completed validated scales on psychological safety (using Edmondson's 7-item scale) and performance feedback (using the 5-item feedback subscale of the System for Evaluation of Teaching Qualities). In total, 105 physicians (86.8%) participated in our study. We conducted principal components analysis and multivariable adjusted linear regression analysis in SPSS.

#### **Results**

Internal consistency was found to be acceptable to good with Cronbach's alpha being 0.76 for psychological safety and 0.80 for performance feedback. Physicians' evaluations of psychological safety were positively associated with the degree of performance feedback received from their colleagues ( $B = 0.54$ , 95% CI = 0.34-0.73,  $P$  value <0.001).

#### **Limitations**

The observational design of the study does not guarantee causality.

#### **Research/Practical Implications**

Physicians who perceive more psychological safety within their team are also more likely to report receiving performance feedback from their peers. As performance feedback is one of the keys to performance improvement, medical teams should invest in psychological safety.

#### **Originality/Value**

This new study was the first to link psychological safety to performance feedback of physicians specifically.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Safety climate and safety culture***

Fr-OR-S70-4

**Safety through Design in nuclear engineering : from organizational process to collective activity**

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**Content:** Safety through Design : from organizational process to collective activity

Raluca CIOBANU[1], Safiétou Mbaye[2], Maria Ianeva[3]

Safety through design is a complex process that is part of the company strategy for risk management. Initially, this approach aims to reduce the risk of accidents and occupational diseases. Secondly, it must meet the security objectives, the reducing costs and the company's production deadlines. This study focuses on the deployment of the Safety through design approach in two nuclear engineering units whose main activities revolve around the decommissioning and new construction of plants. The literature review highlights the fact that sharing knowledge and personal resources, decide the activity to be performed (the working conditions, the tasks distribution) demands a heterogeneous and multi-voice group work (Clot, 1995 ; Caroly, 2010 ; Engestrom 2001, Engeström, 2004) .

The data collection method used was semi-structured interviews conducted on the engineers' workplace. This allowed to obtain information and to understand the day-to-day work practices and experiences on the safety through design operations. The results show that this new safety policy appears as a prescribed task, highly dependent on the work context (poly-contextuality) and the mobilization of a collective work. We consider that the activity is collaborative, meaning it is built through cooperation and cooperation of employees. Each employee has an activity system of its own (work object, individual resources) which nurtures his professional experiences. Each system has its own constraints (organizational and human) and can impact the balance of work cooperation. Cooperation across systems is mediated by shared objects (eg planning software and activity monitoring) and results in a border crossing, the result is the construction of a joint work. The development of joint working practices (co-constructed), the way work is negotiated and reworked rules show an ongoing reorganization of the task by the collective (Clot & Faïta, 2000). This ongoing work reorganization entails having a large stock of skills so that they can be mobilized and used at any time. Also, the safety through design process can be conceived as a system of multi-actor and multi-skills activity.

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**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety*

*Safety climate and safety culture*

Th-OR-S13-2

**Improving safety culture through an in-house design and implementation of a non-technical skills & leadership intervention in a utility organisation**

J. Grogan\*, T. Tammemagi, C. Dwan O'Reilly

**Content:** Organisations recognise the significant contributions that an effective safety culture can make to the efficiency of operations and ongoing costs. The traditional approach of acquiring external consultants to implement off the shelf behavioural safety / human factors programmes can present with limitations in understanding and addressing specific local organisational, job and individual factors. An advantage of a bespoke in-house intervention package to strengthen safety culture is that individual variables that affect performance can be assessed and monitored on an ongoing basis and modifications can be made to the programme to suit the specific site culture. The current intervention package based on current research and best practice was designed to create and enhance the safety culture in a 430 MW combined cycle power plant. The programme was based on an initial safety culture survey and was tailored to suit the work group in question. The package consisted of training in non-technical skills to complement existing technical skills, leadership skill training, action plan/ goal setting support, and follow-up coaching support. 45 participants took part in the intervention and the Health and Safety Laboratory © Climate Survey Tool was utilised with retesting taking place following a 36 month period.

Results will be discussed in terms of improvements made on site, learnings from the intervention and the future direction of safety culture interventions. The limitations of intervening in applied settings will be discussed. The intervention highlights the benefits of in-house work and organisational psychologists in addressing and supporting safety culture in a high-risk work setting.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Safety climate and safety culture***

Th-OR-S13-3

**Assessing Safety Profiles: A Person-Centered Approach**

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**Content: Purpose:** We aim to identify clusters of employees who share common configurations with regard to multiple dimensions of safety (i.e., safety climate perceptions, safety compliance, safety participation, and safety motivation).

**Design:** Data were collected from 796 employees at a television service company, across 16 locations in the United States.

**Results:** Results of *k*-means cluster analyses performed in R revealed a six-cluster solution. Three of the clusters represent level differences where the relative strength of all four safety dimensions differed across groups (i.e., high, medium, or low on all indicators). The fourth cluster suggests that some employees have moderately high levels of safety motivation and behavior, yet do not feel safety is prioritized by top management. The fifth cluster suggests that some employees have a false sense of security, in that they believe safety is prioritized, but they are not personally taking responsibility for safety in the organization. Finally, the sixth cluster suggests that some employees are willing to do what is necessary to be safe but not “go the extra mile” to participate in voluntary, extra-role behaviors. Predictors and outcomes of profile membership will also be discussed.

**Limitations:** Data are cross-sectional, and cross-validation of the proposed six-cluster solution is needed.

**Implications:** This profile-based perspective provides a more intuitive way for employers/managers to understand safety and tailor intervention programs based on the needs of specific employee groups.

**Originality:** To our knowledge, this is the first study to assess configurations around these dimensions of safety.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Safety climate and safety culture***

Fr-OR-S70-2

**Perceived management commitment to safety and safety behaviors: the moderating role of trust and support.**

J. Laurent\*, N. Chmiel, I. Hansez

**Content:** Instrumental processes, based on the idea that individual perceptions of safety climate inform behavior-outcomes expectancies (Zohar, 2008), and reciprocation processes, based on social exchange theory (Blau, 1964), have been identified as important processes to take into account in order to understand safety behaviors (Chmiel & Hansez, 2016).

The main aim of this study is to go further in the explanation of the processes linking perceived management commitment to safety (PMCS) to safety behaviors, by testing the moderating role of two variables reflecting the way workers perceive their supervisor: safety specific trust in the supervisor, illustrating *instrumental processes* and perceived supervisor support (PSS), illustrating *reciprocation processes*.

In two samples, a survey methodology and Latent Moderated Structural (LMS) equation modelling were used to test our hypotheses.

Overall, and although results were mixed and discussed, high PMCS, when combined with high trust or high PSS, resulted in safer behaviors. We did not find such significant effects as explaining routine violations. The patterns of results were similar in the two samples.

The main limitations are the use of single-source and self-reported data may lead to common-method variance bias and the cross-sectional nature of the study. Future longitudinal research is needed to test causality.

An important implication for companies is to be aware of the powerful role played by management: building trusting relationship (by behaving consistently regarding safety) and encouraging managers to show support to their employees in a context where safety is considered as important are keys to potentially achieve safe behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Occupational and organizational safety*

*Safety climate and safety culture*

Th-OR-S13-1

## **The Impact of Patient Safety Culture on Health Care Quality and Employees' Quality of Life in Hospitals**

A. Ortega\*, M. Sánchez-Manzanares, M. Antino

**Content: Purpose:** Patient safety is a central concern and goal in health-care organizations. Past research has highlighted the importance of patient safety-based culture (PSC) for improving hospitals' effectiveness, particularly the health-care service quality. In this study, we move a step further hypothesizing positive effects of PSC on both health-care quality as perceived by patients and employees' quality of working life.

**Methodology:** We conducted a field survey-based multi-source study in 6 public large Mexican hospitals. 2071 employees nested in 64 units provided data on PSC and work-related life quality, while 1700 patients assessed the health-care service quality.

**Results:** Evidence from multilevel analysis shows positive and significant relationships between PSC and health-care quality. In addition, we found a cross-level effect of PSC on employees' quality of life.

**Limitations:** Further longitudinal research examining the potential mediation chain among PSC, health-care quality and employees' quality of life is needed. Also, it remains to be tested the impact of PSC on more objective indices of hospitals' performance, including rates of adverse clinical events.

**Implications:** Our results support the general expectation that PSC is key to improve the quality of the health-care service delivered to patients. Additionally, hospitals' managers should promote PSC as a way to improve employees' quality of life as well.

**Value:** To the best of our knowledge, this study is the first to empirically examine the double impact of PSC on health-care quality and employees' quality of life.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Occupational and organizational safety  
Safety climate and safety culture*

Fr-OR-S70-1

**The role of self-efficacy as moderator in the relationship between aggression management and organizational justice.**

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**Content: Purpose**

This paper aims to test the following Hypotheses:

H1: Organizational practices inherent to the prevention and management of aggression are positively related with the perceived level of organizational justice.

H2: The operator's self-efficacy level is; H2a: negatively correlated with the frequency of aggression and H2b: positively correlated with the perceived level of organizational justice.

**Design/Methodology**

This research is now being carried out involving members of the largest Italian Nurses Association (IPASVI). Data is being collected using the following questionnaires: the Colquitt Justice Scale (2001), the General Self-Efficacy Scale (Bandura, 2006) and an Organizational Aggression Management Survey created by the author. The data collection began in September 2016, and will finish in December the same year. 63 questionnaires have been correctly completed until now.

**Results**

The research is at a very early stage. However, a preliminary statistical analysis based on the available data collected until now appears to be in support of all the proposed hypotheses .

**Limitations**

The survey/ are being carried out among a sample belonging to a specific job (nurses), hence the data generalizability could be questioned.

**Research/Practical Implications**

If current findings are confirmed, this research shows that aggression management is a strategic (although often overlooked) organizational issue; furthermore, it suggests that Self efficacy is a) a prominent trait in healthcare personnel selection and b) a training outcome, especially in specific jobs (help desk, emergency rescue).

**Originality/Value**

To our knowledge, this is the first research which validates these hypotheses

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Safety climate and safety culture***

Fr-OR-S70-3

**Context specific approaches to psychosocial risk management**

H. Janetzke\*

**Content:** There is still a lack of knowledge concerning barriers to initiation and implementation of psychosocial risk management (PSRM). This study aims to contribute new aspects to these questions and to clarify the role of different national and organizational contexts.

This study is based on qualitative case studies in four different EU countries (Sweden, Denmark, UK, Spain). Expert interviews were combined with 10 organizational case studies (49 interviews). The case studies were clustered according to initial willingness (in terms of stakeholders' commitment) to act and according to initial capacity to act (in terms of existing participative structures and practices).

Depending on willingness and capacity, different prerequisites have to be considered and different approaches have to be distinguished. If commitment is low, more persuasive efforts adapted to stakeholders' motives have to be made. If capacity to act is low, participative structures have to be created through a stepwise and structured approach combined with support in process management. Strategies should focus on creating a sense of control. If capacity is high, integrative efforts into existing structures are necessary. The interplay between internal and external experts is different depending on internal stakeholders' willingness and capacity to act - from selective support to continuous process guidance. National context factors will also be reflected.

In further studies more cases should be included that reflect early conflicts and problems. Altogether, implementation strategies should be adapted to the specific national and organizational context to support a long-term implementation.

In this study context-specific approaches to PSRM are described.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Work-Life Interface***

***Scheduling of work***

Th-OR-S52-1

**New meanings of work: Opting out of mainstream career models to adopt alternative solutions for work**

I. Biese\*

**Content:** Women opting out of successful careers is a highly debated topic. However, research shows that mainstream career models no longer correlate with how contemporary individuals want to work, suggesting that opting out is not only a gendered phenomenon but a contemporary one. Using a narrative approach and in-depth interviewing, this paper studies the stories of 20 US and Finnish men and women and their decisions to leave high-powered careers to adopt new solutions for work where they can better combine work with different areas of life. Due to the chosen methodology, the results of this research cannot be generalized, however that is not purpose. The purpose is to explore gain an understanding of why these respondents wanted to leave, how they organize their lives instead and the effect it has is on their identity and wellbeing. After opting out they did not necessarily work less, they created solutions where they had more flexibility and control over when, where and how they worked, transcending the dualism between work and private life. This provided a sense of coherence and authenticity, which had a positive effect on wellbeing. This research introduces not only men to the study of opting out, but also a new definition of opting out to include adopting alternative forms of working. The knowledge gathered will help organizations create more sustainable career models that better suit contemporary individuals' realities in order to not only attract but also retain talented individuals in the future.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Scheduling of work**

Th-OR-S34-1

**How over-time and perceived work-life balance influence the quality of working life of academics vs. non-academics**

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<sup>1</sup>Department of Psychology, University of Portsmouth, Portsmouth, United Kingdom

**Content: Purpose:** The careers of academics are often considered particularly demanding. While academic jobs generally provide some extent of flexibility, academics also tend to work over-time and possibly perceive a poorer work-life balance. In this study, we compare academic vs. non-academic staff and we anticipate that academics will report worse working conditions, job and career satisfaction, lower control at work, stress at work, employee commitment, and general well-being. Secondly, we investigate whether the negative relationships between being an academic and these outcome variables are exacerbated by a high number of extra-hours worked and moderated by their perceived work-life balance.

**Design/Methodology:** Data were collected from the survey responses of 1474 academic and 1953 non-academic staff working for nine Higher Education Institutions (HEIs) in the UK. Data were analysed via structural equation modelling.

**Results:** Academics tend to report a poorer quality of working life than non-academics, which is exacerbated by a high reported number of extra-hours worked per week. Employees' perceived work-life balance moderated the negative relationships between being an academic (vs. a non-academic) and relevant outcomes such as work and career satisfaction and employee commitment.

**Limitations:** Our cross-sectional design does not allow causality checks and using only self-reported measures could lead to common method variance.

**Research/Practical Implications:** These results reinforce the strains of academics' working lives and reiterate the negative role of working over-time and the positive role of work-life balance.

**Originality/Value:** Comparing academics and non-academics working in the same context and advancing perceived work-life balance as a coping mechanism.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Work-Life Interface**

### **Scheduling of work**

Th-OR-S34-4

#### **The longitudinal relationship between control over working hours and depressive symptoms: Results from SLOSH, a population-based cohort study**

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#### **Content: Background**

Mental health problems such as depression are the top cause of sickness absence from work in Sweden. A number of work-related factors affect depressive symptoms. However, research is unclear if perceived control over working hours (work-time control, WTC) is associated with depressive symptoms. Only few studies have investigated effects and even fewer applied a longitudinal design. We investigated if either sub-dimension of WTC, control over daily hours and control over time off, was related to depressive symptoms over time and examined causal, reversed-causal, and reciprocal pathways.

#### **Methods**

The study was based on four waves of the Swedish Longitudinal Occupational Survey of Health which is a follow-up of representative samples of the Swedish working population. WTC was measured using a 5-item index. Depressive symptoms were assessed with a brief subscale of the Symptom Checklist. A number of covariates were considered. Latent growth curve models and cross-lagged panel models were performed in Mplus.

#### **Results**

Best fit was found for a model with correlated intercepts (control over daily hours, correlation coefficient=-0.277,  $p<0.001$ ) and both correlated intercepts and slopes (control over time off, intercept correlation coefficient=-0.145,  $p<0.001$ , slope correlation coefficient=-0.222,  $p=0.004$ ) between WTC and depressive symptoms, with stronger associations for control over time off. Causal models estimating effects from WTC to subsequent depressive symptoms were best fitting (Figure 1 & 2), but these paths were significant for control over time off only (standardised coefficient=-0.042,  $p<0.001$ ).

#### **Conclusion**

Higher levels of WTC were related to fewer depressive symptoms over time albeit small effects. Giving workers control over working hours – especially over taking breaks and vacation – may improve working conditions and buffer against developing depression, potentially by enabling workers to recover more easily and promoting work-life balance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Work-Life Interface**

### **Scheduling of work**

Th-OR-S34-5

#### **The Effect of Being On-Call on Sleep: An Experimental Study**

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<sup>1</sup>Work, Health & Performance, Behavioural Science Institute, Radboud University, Nijmegen, Netherlands

**Content: Purpose:** The aim of this study was to gain more insight into the relationship between being on-call and sleep, and to investigate the role of stress in this relationship.

**Design/Methodology:** Data were collected by means of an experimental study with a within subject design (two conditions, random order). Ninety-six students participated during two consecutive nights: a reference night and a simulated on-call night *without* an actual call. Self-reported sleep quality and on-call stress was assessed by means of short day-level questionnaires. Actigraphy was used to obtain objective sleep measures.

**Results:** Results for actigraphy data revealed no significant differences between conditions. However, self-reported sleep was worse during the simulated on-call night and participants felt less recuperated after the on-call night. Perceived stress moderated the relationship between being on-call on the one hand, and the number of awakenings, WASO, sleep problems, and overall sleep quality on the other hand.

**Limitations:** The length of the study period may have been too short for valid actigraphy measurements.

**Research/Practical Implications:** Although on-call work officially counts as rest time, sleep during on-call work seems to differ from sleep during rest time. The results of the present study show that, *even in the absence of an actual call*, sleep during on-call nights *is of lower quality and* has less restorative value - especially when being on-call is experienced as stressful.

**Originality/Value:** To our knowledge, this is the first study in which the role of stress in the relationship between being on-call and sleep has been investigated.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Th-OR-S43-2

### **The role of knowledge and intuition in hiring decisions**

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#### **Content: Purpose**

Although research has shown that standardized analytical approaches in personnel selection best predict performance, many HR professionals still rely on their intuition. This research-practice gap may be partly based on lack of knowledge. We hypothesized that participants with relevant knowledge rely on test results, whereas participants without this knowledge rely on interview impressions.

#### **Design/Methodology**

Two experiments were conducted in which participants rated four candidate profiles with either positive or negative test results and either positive or negative interview summaries on their suitability. In experiment 1, 31 HR students were compared to 31 control students. In experiment 2, 29 HR students, 28 HR professionals and 26 control students rated the four profiles, performed two ranking tasks and filled out the Preference for Intuition-Based Hiring Scale (PIHS) and a knowledge questionnaire.

#### **Results**

Experiment 1 confirmed the hypothesis. The GLM interaction effect between profiles and groups was also found in experiment 2, HR professionals performing similar as control students. The HR students ranked the profiles more often in line with test results and performed better on the knowledge questions than the other groups. The correlations between PIHS and profile ratings showed that participants with high scores relied more on the interview summaries.

#### **Limitations**

The experiments used fictive profiles.

#### **Research/Practical implications**

To bridge the research-practice gap both advancing knowledge of HR professionals and insight into their intuitive reasoning are needed.

#### **Originality/Value**

The experiments unraveled the reliance on test results and interview information in participants with different knowledge of and experience in personnel selection.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee Selection***

### ***Selection methods***

Th-OR-S43-3

#### **An empirical test of Murphy's dynamic model of performance in work and academic contexts**

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**Content:** In order to investigate the well-documented instability of personality and general cognitive aptitude (GCA) to predict performance, Murphy proposed a dynamic model of performance where learning stages moderate these relationships. This concept refers to the extent to which individuals master their tasks, from low mastery (i.e., transition) to high mastery (i.e., maintenance). Murphy also posits that the performance's predictors vary depending on the learning stage individuals perceived they are in when their performance is assessed. This study is the first to investigate the moderating role of the learning stages with a recently developed scale assessing its three dimensions (i.e., Concentration, Familiarity, and Skills, all assessed on a transition-maintenance continuum). Through a correlational design, personality and GCA tests as well as the newly published learning stages scale (Bergeron et al., 2016) were used in two samples (n = 222 undergraduate students and n = 142 workers). Our results supports Murphy's dynamic model of performance and break new grounds. Specifically, we showed that GCA, Conscientiousness, Extroversion and Neuroticism interact with learning stages dimensions in the prediction of performance in both academic and work samples. We also demonstrated that predictors vary as individual moves along the transition-maintenance continuum. Even if future research should replicate our results, selection practices can readily be improved by considering the proportion of transition and maintenance stages in the positions to be filled and choosing the predictors to be assessed accordingly.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Sa-OR-S122-3

## **Detecting Deception in an Employment Interview Context**

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### **Content: Purpose**

Previous research suggests that most people cannot accurately detect deceptive statements. However, people tend to like and trust lie-tellers less than truth-tellers, even when they do not explicitly recognize them as such. Our goal was to extend previous findings on deception (which have primarily examined law enforcement contexts) into the workplace context to explore whether an interview context influences deception detection.

### **Design/Methodology**

We created 12 videos where individuals posing as job applicants responded to interview questions with either a lie or a truth. We then asked 54 undergraduate students to view these 12 videos and determine whether the job applicant was telling a truth or a lie. We also asked these students to rate the interviewee on his or her likability and trustworthiness, and how likely they would be to hire this individual for a job.

### **Results**

Contrary to previous studies, our participants correctly identified truths and lies only 38% of the time (worse than chance), and demonstrated a bias towards believing applicants. Also contrary to previous research, participants liked and trusted lie-tellers more, and were more likely to hire them.

### **Limitations**

It remains to be seen whether these findings will replicate in field settings, and among more seasoned interviewers.

### **Research/Practical Implications**

These results suggest that the job interview context may lead interviewers to be more likely to believe applicant stories, and potentially make inaccurate hiring decisions.

### **Originality/Value**

This study builds on previous findings to show that deceptive applicants elicit more positive attitudes from observers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Sa-OR-S122-2

## **Psychological Capital and job search behaviors along the different recruitment stages**

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### **Content: Purpose**

The recruitment and selection processes may not only influence an applicant's attraction to the organization but also his/her job search behavior and psychological state. Our purpose is to explore how job search successes/setbacks at the different stages of the recruitment and selection process influence applicants' state (Psychological Capital-PsyCap), as well as, the impact of PsyCap's accumulation/depletion on applicants' job search behaviors.

### **Design/Methodology**

A longitudinal design is employed, with active job seekers, to examine the influence of the various recruitment stages on PsyCap and job search behaviors. Data collection is ongoing. Repeated measures of PsyCap, job search behavior, effort and intentions are completed from both successful and rejected applicants at 3 stages of the recruitment process (initial interview, main interview, etc.).

### **Results**

We expect that a successful response during job search will increase PsyCap levels and reduce job search behaviors and intentions. While, being rejected is likely to reduce PsyCap levels and increase job search behaviors and intentions.

### **Research/Practical Implications**

Examining how job seeking relates to PsyCap over time will lead to a better understanding of the process in which PsyCap is associated with employment and recruiters will gain insight in the impact of the process on applicants.

### **Originality/Value**

This is one of the first studies to shed light on applicants' PsyCap at the recruitment and selection process as well as its relationship with job search behaviors and intention.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Th-OR-S43-1

#### **Effects of Follow-up Questioning and Preparation on the Production of Narrative Responses to Job Interview Questions**

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**Content:** In job interviews, past-behavior questions invite applicants to produce narrative responses, i.e., to tell a story about a past job-related situation. Stories are useful for recruiters (to evaluate if applicants master relevant competencies) and for applicants (to distinguish themselves and get hired). Applicants often do not produce narratives on demand, resorting to less appropriate responses. Thus, there is a need to train applicants how to better respond. In two experimental studies we manipulated the recruiter's behavior - follow-up questioning- during the interview (Study 1) and the level of participants' preparation before the interview (Studies 1 and 2). Both follow-up questioning and preparation may affect narrative response tendencies by facilitating recall of relevant episodes or by alerting applicants to the appropriateness of narrative responses. In Study 1, we found that follow-up questioning induces participants to tell more stories and to include more thematic variety in their stories, but no effect of preparation. In Study 2 we tested other modes of preparing participants by either giving them 5 minutes before the interview a) no information b) information about competencies they would be asked about or c) information about competencies and past-behavior question. We found that preparation induces participants to tell more stories and less general behavior descriptions. Applicants can perform better in behavioral interviews with 1) interactive behavior from recruiters (follow-up questioning) and 2) minimal preparation. This could be favorable for both applicants and recruiters. Further research should explore more ways to help applicants perform better with past-behavior questions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Sa-OR-S122-1

### **Encouraging storytelling in behavioral interviews**

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**Content:** In behavioral interviews, applicants are expected to respond to past-behavior questions by narrating a past job-relevant situation. However, there is little evidence that applicants are able to effectively tell such stories on demand. This experimental study examined the impact of applicant work experience and applicant preparation on storytelling in behavioral interviews. Participants ( $N = 91$ ) played the role of applicants in simulated interviews. Their responses were videotaped and transcribed.

We expected applicants with more work experience and applicants who have an opportunity to prepare for past-behavior questions to produce more stories. Dependent variables included the propensity to produce different response types (stories, pseudostories (more abstract, generic narratives), self-descriptions, values/opinions). We further coded the narrative elements of stories, distinguishing between situations, actions and results.

A 2 (prior preparation or not) X 2 (experienced or not) ANOVA on each response type showed an interaction effect on the production of stories: Storytelling increased with prior preparation among experienced applicants but decreased among inexperienced applicants [ $F(1,90) = 4.77, p = .03$ ]. Moreover, pseudo-stories [ $F(1,90) = 4.15, p = .045$ ] and self-descriptions [ $F(1,90) = 4.94, p = .029$ ] decreased among experienced applicants with prior preparation. Thus, applicants with more work experience benefit from prior preparation by showing higher storytelling propensity, thus responding more appropriately to behavioral questions.

Our experimental results may not generalize to real interviews. However, they suggest ways to help applicants respond better to past-behavior questions. Further research should explore how to help inexperienced applicants describe their experience in effective storytelling.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

Sa-OR-S122-4

## **Emotional Intelligence and Graduate Employability: Employers' perspectives**

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### **Content:**

#### **Purpose**

Theorists claim that in the 20<sup>th</sup> century the driving force of intelligence was IQ but for the 21<sup>st</sup> century it will be emotional intelligence. It has been found that student emotional intelligence profiles vary across subject area, therefore, a key purpose of this research is to design emotional intelligence coaching for final year students, tailored to the needs of employers.

#### **Design/Methodology**

It is a mixed methods piece which lends itself to the tenets of pragmatism. Phase one involved a survey of employers to determine the importance of social and emotional competencies for graduates and the current levels being displayed. Phase one concluded with a series of semi-structured interviews with employers. In phase two, a control and experimental group will be tested, pre and post intervention, using the Bar-On Emotional Quotient Inventory (EQ-i) 2.0. Both groups will receive EI coaching, one tailored to the needs of employers and the other a general EI coaching programme.

#### **Results**

Preliminary results demonstrated a disparity between the levels of importance employers attributed to social and emotional competencies and the current levels demonstrated by graduates entering the workplace.

#### **Limitations**

It remains to see whether a tailored approach to EI coaching is of more value than a general approach.

#### **Research/Practical Implications**

This tailored approach could be adapted for use across multiple disciplines in higher education and may inform recruitment procedures for employers.

#### **Originality/Value**

No attempt has been made either in an Irish context, or internationally, to develop a tailored approach to the provision of EI coaching.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

Fr-OR-S97-3

**University's contribution to the entrepreneurial training**

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**Content:** Universities can provide important support mechanisms that can foster and collaborate with academics that are motivated to create their own entrepreneurial initiatives (GARCIA et al, 2012), and therefore, need resources to develop their entrepreneurial behavior. These mechanisms can be associated with opportunity identification related to scientific and technological knowledge-based business, business management method's learning and pedagogical approaches in entrepreneurship education for entrepreneurial behavior. According to the taxonomy of the pedagogical approach's practices in entrepreneurship education, Perera et al. (2004) proposes that the entrepreneur itself can be developed among these characteristics groups and with a practical approach: strategic vision, developed with strategic thinking courses; innovation, developed with creativity and new-product development courses; business management, developed with courses and techniques about business analysis. Therefore, becomes a research opportunity to investigate the relationship between the activities offered from Universities and the development of the student's entrepreneurial behavior of the academics. The main goal of this investigation was to analyze the University effectiveness through the development of the entrepreneurship behavior among the students. The scale applied assessed entrepreneurial behavior with eight dimensions: self-effective, opportunity detector, persist, sociable, creative, planner, risk-calculative, leader. Also, entrepreneurial intentions were measured by: opening a new business, motivations, obstacles resistance for opening a business. The survey method with transversal cut was applied to collect data from two universities in Brazil and one in Finland, with a sample size of 2.180 students and 95 variables. The ANOVA results presented a positive association between entrepreneurial behavior and business opening, motivation and obstacle's resistance in order to open a business. However, preliminary results point out that isn't a positive relation between the current practical activities offered from Universities and the level of entrepreneurial behavior, keeping the pattern from previous studies.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

Fr-OR-S97-2

**Towards a conceptual framework for the career development of the solo self-employed worker**

S. M. Van Den Groenendaal\*, D. Kooij, C. Freese, R. Poell

**Content:** In Europe, the labor market has become more flexible and the number of solo self-employed workers has increased. In response to this change in the labor market, governments and organizations increasingly emphasize that workers are responsible and expected to proactively manage their career. However, little is known about the career development of the solo self-employed worker, because insights from research on careers and from entrepreneurship literature so far have not been combined.

This study aims to progress entrepreneurship research by integrating literature on career and entrepreneurship to (1) identify stages of the entrepreneurial solo self-employed career, (2) identify types of proactive behavior among solo self-employed workers aimed at a) sustained entrepreneurship and b) professional development, and (3) develop a future research agenda to extend our knowledge on the entrepreneurial career of the solo self-employed worker.

In this conceptual study we reviewed and integrated the literature on careers and entrepreneurship. We developed a conceptual framework in which both disciplines are integrated and reflect career stages and proactive behavior of the solo self-employed worker aimed at sustained entrepreneurship and professional development. Our conceptual framework consists of five consecutive career stages each characterized by different concerns, relationships, and challenges with consequent types of proactive behaviour of the individual. However, future research should examine and validate this framework in practice.

Since no conceptual framework on the career development of the solo self-employed worker has been developed yet, this study addresses the challenges put forward by the changing labor market and advances entrepreneurship research.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

Fr-OR-S97-4

**Advancing our understanding of entrepreneurship through process theory and pragmatism**

J. Jordan\*

**Content:** PURPOSE. This paper responds to Sarasvathy & Venkaraman's (2011) call for detailed studies of how 'entrepreneurs transform bits and pieces of current realities into valuable opportunities through productive interaction with others' (p. 126). DESIGN/METHODOLOGY. The study uses process theory and a pragmatic lens to reconstruct the timeline of two microenterprises in the United Kingdom. Specifically, the studies explore how often the business changed and what prompted those changes. RESULTS. Both entrepreneurs presented their business almost in chapters and the changing form of their business was retrospectively very visible. Both changed often yet irregularly but at different rates; one about every six months and the other about once a year. A further RQ about whether people prompted changes resonated with neither informant. Inspection of the detailed case studies and revisiting the first principles of pragmatism suggest that interactions with others do not trigger change. Rather those interactions are filtered through the entrepreneur's models of action that may be more sophisticated than we think. RESEARCH/PRACTICAL IMPLICATIONS. If it is indeed the case that events in the entrepreneur's environment are filtered through the entrepreneur's action models, then the challenge is to research those models and to pace support to match the development of those models. ORIGINALITY/VALUE. These case studies close an astonishing gap in the literature and present an almost paradoxical effect where attention to the context of entrepreneurial decision-making re-asserts entrepreneurial decision-making by relegating context to the background and bringing the growing understanding of the business by the entrepreneur to the foreground.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Applying Self-Determination Theory and Psychological Capital to Entrepreneurial Intention: The Role of Mentoring, Optimism, Self-efficacy and Autonomy**

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**Content: Purpose**

The paper examines the role of self-determination and psychological capital in entrepreneurial intentions. We specifically investigate the mediational roles of optimism and self-efficacy and the moderation role of autonomy in the relationship between entrepreneurial mentoring and intentions.

**Methodology**

The sample comprises of 1509 (799 final year university students, 220 unemployed, and 490 wage-employed) youths from Germany, Kenya and Uganda. Therefore, a multi-group analysis is applied to test for effect group and cultural differences.

**Results**

The findings indicate that mentoring, optimism, self-efficacy and autonomy are positively correlated to entrepreneurial intentions. More Ugandan than Kenyan and German youths have higher entrepreneurial intentions. The mediated moderation model revealed that mentoring impacts on entrepreneurial intentions through optimism and self-efficacy. Our assumption that autonomy moderates the relationship between mentoring and entrepreneurial intentions is supported. We also find group and cultural differences in the impact of mentoring and autonomy on entrepreneurial intentions.

**Limitations**

We use cross-sectional data. Future research should explore where entrepreneurial intentions change when an individual's employment status changes.

**Research/Practical implications**

Mentoring, self-determination and psychological capital play an important role in entrepreneurial intentions. Entrepreneurship mentors should specifically support their protégées to develop higher expectations in business and to act autonomously. Supporting protégées to become aware of their entrepreneurial competences is also essential.

**Originality/ Value**

Whereas mentoring and psychological strengths are important in formation of entrepreneurial attitudes, employment status and culture also matter. Future entrepreneurial intentions research should also examine the impact of availability of attractive positions in wage-employment.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

Fr-OR-S97-1

**Not for the faint of heart? How to promote health in new entrepreneurs**

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**Content: Purpose**

Entrepreneurship is a challenging occupation that involves an extreme workload and many risks of business failure. Facing these types of stressors can come at a high price for entrepreneurs' health. While research suggests that entrepreneurs must find ways to cope with stress to persevere as entrepreneurs, much less is known about what enables entrepreneurs to do so. The goal of this research was to investigate how new entrepreneurs respond to the stress involved in starting up a business, and how their social support and motivation influence their stress reaction relevant for their health and business success. Recognizing that men and women may respond differently to the stress inherent in entrepreneurship, we also look at gender differences in coping.

**Design/Methodology**

We surveyed 108 first-time entrepreneurs at three different time points during their first year of business. We analyzed our time-lagged data with path analytical methods using Mplus.

**Results**

The majority of our hypotheses were supported, indicating that social support and entrepreneurial motives influence the stress response of male and female entrepreneurs, albeit in different ways.

**Limitations**

Further testing is required to see if more experienced entrepreneurs react similarly to these coping mechanisms.

**Research/Practical Implications**

New entrepreneurs should manage their motives for starting a new business and seek out social support to better cope with stress.

**Originality/Value**

The relationship between stress and wellbeing has not been well established within the field of entrepreneurship. We shed light on this situation, particularly regarding how entrepreneurs can cope with stress.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Service Quality***

Th-OR-S55-1

## **An investigation on the role of psychosocial work-related factors in the occurrence of nursing-sensitive outcomes**

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### **Content: Purpose**

During the last decade, several changes occurred in the Italian healthcare system, such as financial constraints and the nursing shortage, have deeply affected the nursing profession and, consequently, increased the interest in those psychosocial work-related factors that may maximize nurses' capacities in providing the best care answering complex patients' needs. In particular, a growing attention has been paid to nursing-sensitive outcomes, defined as changes in health status upon which nursing care has a direct influence. Thus, the aim of the current study is to assess the association between work-related behaviors (e.g., OCB) and outcomes (e.g., work engagement), on the one hand, and the incidence of two types of nursing-sensitive outcomes, restraint and pressure ulcers.

### **Design/Methodology**

A total of 866 Italian nurses and 56 nursing coordinators filled in a self-report questionnaire. Nursing-sensitive outcomes incidence rates (i.e., restraint and pressure ulcers) were collected on a sample of 11,594 patients.

### **Results**

Multilevel analyses revealed that work-related behaviors (e.g., OCB) and outcomes (e.g., work engagement) were related to a lower incidence of nursing-sensitive outcomes.

### **Limitations**

Although the academic literature now recognizes a wide range of nursing-sensitive outcomes, the current study focused only on restraint and pressure ulcers. Moreover, the study was limited to the Italian context.

### **Research/Practical implications**

The results suggest that positive work-related behaviors and conditions may be fostered in order to influence the occurrence of nursing-sensitive outcomes.

### **Originality/value**

This study contributes to the understanding of those aspects of nurses' working experience able to affect the quality of care provided.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Global Issues**

**Social Responsibility**

Th-OR-S56-2

**The value of occupational health: How the information about a firm's workplace health promotion influences customers' purchase intention**

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<sup>1</sup>University of Hamburg, Hamburg, Germany

**Content:** The World Health Organization recognizes the workplace as one of the priority settings for health promotion activities. Since the workplace directly influences the physical, social, and mental well-being of workers, organizations are responsible for the prevention of any health and safety risks as well as the promotion of their employee's health and well-being. The responsibility for the prevention of health risks has also been addressed to the whole value chain, including not only the employer but also suppliers, distributors, and consumers. Although it has been shown that consumers do care about socially responsible business practices, the specific role of WHP for responsible consumption is not well understood so far. In a within-subjects design, we therefore investigated the purchase intentions of N=125 participants after being provided with information about 3 different organizations (company engaging in WHP activities, established company, unknown company) producing liquid soap. The results show significant differences in the purchase intention between the 3 cases. Moreover, path analyses reveal that individual trait-social responsibility and efficacy expectations of responsible consumption significantly influence the purchase intentions in the WHP case. Gender significantly moderates these effects. These findings may have some practical implications. In order to increase the amount of responsible consumption regarding WHP and the related efficacy expectations, there is a need to provide more reliable information about businesses health-related working conditions for consumers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Global Issues**

### **Social Responsibility**

Fr-OR-S62-4

#### **Corporate Social Responsibility and Employee Retention**

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#### **Content: Purpose**

For organizations, the retention of their own employees is not only crucial due to financial reasons, but also from a psychological perspective. This study investigates if the communication of corporate social responsibility (CSR) to employees can be used in terms of employee retention. Social identity theory is often discussed as an explanation of the effect of CSR on employees by assuming that employees become proud when their organization is socially engaged and, consequently, identify with their organization which, in turn, has further positive effects.

#### **Design/Methodology**

In a study with employees ( $N = 143$ ), the relationship between perceived CSR and commitment as well as turnover intentions was investigated.

#### **Results**

Regression analyses revealed a positive relationship between CSR and commitment ( $\beta = .49, p < .001, R^2 = .35$ ) and a negative relationship between CSR and turnover intentions ( $\beta = -.34, p < .001, R^2 = .22$ ). Both relationships are mediated by organizational pride and sense of community.

#### **Limitations**

A cross-sectional design was used.

#### **Research/Practical Implications**

The potential of CSR with regard to a specific stakeholder group – employees – should be used in terms of retention, e.g. by communicating CSR programs to all employees.

#### **Originality/Value**

This study investigated CSR focusing on employees and links CSR to retention relying on social identity theory.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Global Issues**

**Social Responsibility**

Fr-OR-S62-3

**Needs-supplies fit as a boundary condition for the relationship between organizational community involvement and employee attitudes and behaviors**

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**Content:** A growing body of research on corporate social responsibility (CSR) shows that employee perceptions of CSR are positively related to employee attitudes (e.g., organizational commitment) and behaviors (e.g., organizational citizenship behavior; OCB). Yet little is known about the boundary conditions of the documented main effects. Drawing on person-environment fit theory, we claim that the effects of an organization's perceived community involvement on employee outcomes of affective commitment, career satisfaction, supervisor-rated service performance, and supervisor-rated OCB will be contingent upon needs-supplies fit, after taking person-organization fit into account. Random coefficient modeling analysis on a sample of 210 subordinates and 38 supervisors of a grocery store chain in the United States lend support for our hypotheses predicting affective commitment, career satisfaction, and service performance. While generalizability of our findings from the retail sector to other industries might be a potential limitation, this study proposes and tests a novel boundary condition, needs-supplies fit, for CSR initiatives to elicit desirable employee attitudes and behaviors in organizations operating in and serving to local communities.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Global Issues***

### ***Social Responsibility***

Fr-OR-S62-1

#### **Too good to be true? The influence of perceived authenticity of Corporate Social Responsibility activities on organizational attractiveness**

K. Heinitz\*, J. Hammerschmidt

#### **Content:** Purpose

Corporate Social Responsibility (CSR) programs are being incorporated more and more into organizational strategies, failure in CSR-related issues can lead to serious consequences. Perceiving CSR actions as authentic is one of the critical aspects for their success, for example when it comes to organizational attractiveness. By communicating their CSR activities, the organization sends out positive signals about the workplace to job seekers, but how positive these signals are valued can depend on the perception of their authenticity.

#### **Design/Methodology**

In order to test the effect of the perceived authenticity of CSR activities on organizational attractiveness, we used a scenario design with the between subject factor authenticity (authentic vs. inauthentic CSR activities). Authenticity was manipulated using the framework of McShane and Cunningham. Participants (N = 146) were randomized in one of the groups and presented with an online portrait of the fictitious organization EULE before answering an online questionnaire. In a pre-test, we checked that the scenarios only differed in the level of authenticity, but not in the level of perceived CSR activities.

#### **Results**

T-tests for independent samples confirmed the effect of CSR authenticity on organizational attractiveness.

#### **Limitations**

Our results are limited to student samples and might have been affected by the online scenario.

#### **Research/Practical Implications**

The results confirm the insights into the importance of authentic CSR activities, resulting in the practical advice for organizations: do it, but mean it.

#### **Originality/Value**

To our knowledge, this study is the first to empirically test the effect of CSR authenticity on organizational attractiveness.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Global Issues*

*Social Responsibility*

Fr-OR-S62-2

**Employee Social Responsibility: Development of an ESR Measure and a Multi-Level Investigation of Antecedent and Boundary Conditions**

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**Content: Purpose:** Currently there is a dearth of research on how employee engagement with corporate social responsibility (CSR) can be harnessed. Drawing upon goal-setting theory, it is argued that transformational leadership, assigned CSR priority, and CSR climate work together to provide the ideal conditions for facilitating employees' social responsibility behaviours; both at the individual and group level.

**Methodology:** Firstly, given the lack of relevant measurement tools, a multi-dimensional employee social responsibility scale is formulated. This scale is then put to use in a financial services sample (N = 32 teams), and the noteworthy roles of transformational leadership, assigned CSR priority, and CSR climate are confirmed at the group and individual level. Directionality of these relationships is subsequently alluded to in a time-lagged investigation, set within a simulated business environment (N = 67 teams).

**Results:** Generally, findings point towards a three-way interaction effect between transformational leadership, CSR climate, and assigned CSR priority in engendering employee social responsibility.

**Limitations:** Given the exploratory nature of the study, replication in larger samples is necessary to provide confirmation and clarity to findings, as well as to validate the employee social responsibility scale further.

**Implications:** Organisations will do well by focusing on effective transformational leadership, assigned CSR priority, and CSR climate if they truly want to facilitate employee social responsibility from within.

**Originality:** To our knowledge, this is the first study to develop a multi-dimensional employee social responsibility scale, and use this in exploring possible antecedent and boundary conditions of employee social responsibility.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Socialization to work***

Th-OR-S33-6

## **Support seeking in early organization entry: The role of personal networks and organizational socialization tactics**

S. Batistic\*

### **Content: Purpose**

Theorists suggest that organizational newcomers usually seek two types of support – social and informational to reduce their experience of uncertainty upon entering a new organization. Yet less is known what factors in the organizational context may predict the support received over time, especially during the early socialization phase. We specifically look at the role of newcomers' personal networks in this story. We argue that newcomers are motivated to seek support to reduce four types of uncertainty – task, relational, organizational and political. We hypothesized that the change of support can be attributed to various alters' attributes (e.g., willingness, trust, proximity, homophily) and organizational socialization tactics.

### **Design/Methodology**

To test these assumptions, we sampled 40 newcomers and 249 alters in three points in time over a period of three months starting from the moment they enter their new job.

### **Results**

Multilevel analyses conducted with HLM supported the notion that support change over time is related to newcomer perceived alters' willingness and homophily based on age. Moreover, it seems that only political and relational uncertainty motivate social support seeking behaviors, but none of them motivate informational support. It is also surprising that the role of socialization tactics is less prominent than we thought.

### **Limitations**

Our findings are based on small sample size of 40 newcomers.

### **Research/Practical Implications**

These results suggest organizations should try to influence alters' willingness to provide support and provide more tailored organizational socialization tactics.

### **Originality/Value**

To our knowledge, the study is the first to longitudinally look at newcomers' role of personal networks in getting social and informational support.

**Disclosure of Interest:** None Declared

**Keywords:** None

**The mediating role of idiosyncratic deals in the relationship between two bundles of HR practices, well-being and performance**

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**Content: Purpose:** In recent years, a great amount of research has focused on the mediating mechanisms between HR practices and different outcomes, the so-called “black box”. Idiosyncratic deals (i-deals) are personalized arrangements employees negotiate to adapt these practices to their needs, representing a benefit for employees and organizations. The aim of this paper is to test the mediating role of i-deals in the relationship between two bundles of HR practices (performance-oriented and employee-centred) and two outcomes: employees’ well-being and performance.

**Design/Methodology:** Using a sample of 1648 employees from 42 different Spanish organizations, we used structural equation modelling to test our hypotheses.

**Results:** We found a partial mediation in the relationship between performance-oriented practices and well-being and performance. We also found a partial mediation between employee-centred practices and well-being. However, the relationship between employee-centred practices and performance was just positive just through i-deals.

**Limitations:** The main limitations are the use of self-report measures and a cross-sectional design.

**Research/practical implications:** Personal conditions on HR practices that the employees negotiate have an important impact on their well-being and performance and this should be a focus of both academics and practitioners. Furthermore, paying attention to other types of practices, more centered on employees, offers opportunities for managing people in a more balanced way.

**Originality/Value:** This article expands the knowledge about i-deals and their role in enhancing well-being and performance. Moreover, differentiating between two bundles of practices provides more detailed information regarding their effects on different organizational outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

T. Andreeva\*

**Content:**

- **Purpose.** Building on the recent discussions around the need to tailor HRM practices to the needs of knowledge governance in organisations (Minbaeva et al., 2009; Minbaeva, 2013), we detail the concept of knowledge-based HRM as a set of HR practices that are specifically focused on developing and using a company's knowledge base. We suggest that these practices, when applied together, create positive interaction effects that are particularly powerful in improving firm-level innovation performance.
- **Design/Methodology.** These ideas are tested with the survey data, collected from 240 Russian manufacturing organisations in early 2015. The survey included previously validated scales, and each company was represented by one respondent holding senior management position.
- **Results.** Our findings, based on structural equation modelling, demonstrate that while some knowledge-based HR practices are positively related to innovation performance, there are no positive interaction effects among HR practices.
- **Limitations.** Our data includes only managerial perceptions of HR practices that might differ from employee perceptions of these practices. The deeper understanding of the relationships between knowledge-based HR practices and innovative performance calls for further research on micro-foundations of this link.
- **Research/Practical Implications.** Our findings suggest that having more of knowledge-based HR practices is not always needed for better innovation performance.
- **Originality/Value** To our knowledge, the study is the first to detail the concept of knowledge-based HRM and empirically examine its' systemic impact on performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Th-OR-S16-4

**High performance work practices: good or bad for workers' wellbeing? A meta-analysis**

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**Content:** Purpose. High performance work practices (HPWPs) have become increasingly popular in the area of strategic human resource management on the basis of their benefits for worker's motivation and performance. However, several recent studies have warned that HPWPs could also be damaging for workers' health. The present paper aimed to examine the relationship between high performance work practices and wellbeing indicators (i.e. work engagement, job satisfaction, organizational commitment, burnout and intentions to leave).

**Design/Methodology.** Meta-analysis technique was used to analyse empirical articles, paper dissertations and book chapters examining at least two HPWPs and one indicator of employee wellbeing. The search included the following databases: ISI Web of Science, Scopus and PsylINFO.

**Results.** Preliminary results yielded a total of 116 independent samples of employees and supervisors from 22 countries. The results of this ongoing study revealed that HPWPs and wellbeing are in the eye of both researchers and practitioners, showing more than 2000 studies focusing in this association.

**Limitations.** The limitations of the study relates to the search criteria, which were restricted to published studies written in English.

**Research/Practical Implications.** The contributions of this study are twofold. In the academia, our study might help to clarify the inconclusive findings on the relationship between HPWPs and wellbeing. In the practical area, we believe that our results may improve knowledge about the application of HPWPs and their potential influence on employee health.

**Originality/Value.** To our knowledge no meta-analytical reviews or analyses have been carried out on the path HPWPs-wellbeing .

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Fr-OR-S90-1

**Human Resource Management System Strength: Confirmatory analysis and Invariance on three mutually exclusive organizational cultures**

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**Content:** Purpose: This study aims to integrate perceived interactions between employees and human resource management system (HRMS) agents in the Bowen and Ostroff's model, bringing social exchange elements into the approach. We hypothesize that workers from different organizational structures (machine bureaucracies, adhocracies, and divisionalized forms) present equivalent representations of the HRMS strength.

Design/Methodology: To test this assumption we examined a theoretical model of employees' perceptions of the HRMS strength, using confirmatory factor analysis. A model specifying correlated consistency (HR performance, HR relationship), consensus (utility, distributive justice) and distinctiveness (visibility, comprehension), with 1328 employees' responses from 21 organizations was tested against an alternative model in which a general bifactor was added to capture what these components share in common. The best fitting model was tested for organizational structure invariance.

Results: Results provide support for the measurement invariance across structures.

Limitations: It remains to be tested how much our results generalize to cultures that are not feminine, collectivist, with high power distance, and low-performance oriented, such as the US culture.

Research/Practical Implications: These results imply that employees from three mutually exclusive organizational groups, perceive the HRMS strength similarly, which is new to practice and research.

Originality/Value: To our knowledge, the study is the first to bring these specific theoretical modifications to the original model, adding relevant results on the definition and stabilization of the construct, strength of HRMS.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Th-OR-S16-3

**Adapting through crafting one's job: The role of HR practices**

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**Content: Purpose:** Drawing from career construction theory (Savickas, 1997), we propose that workers express their career adaptability at work by crafting their jobs. Job crafting, defined as the changes individuals make in the task, relational, and cognitive boundaries of their work (Wrzesniewski & Dutton, 2001), is an adaptive behavior that people use to deal with changing environmental conditions, to increase the meaning of their work, and thus to reach positive adaptation results and work outcomes. We argue that high-involvement HR practices can strengthen the relationship between career adaptability and job crafting as HRM can provide the resources that enable employees to adapt through job crafting. In turn, crafting is likely to enhance work engagement and extra-role performance.

**Methodology:** We conducted a quantitative study among 133 employee-supervisor dyads in The Netherlands. Extra-role performance was rated by supervisors. We used path analysis in MPlus to test the model.

**Results:** A moderated mediation model supported the hypotheses. Career adaptability significantly related to job crafting for high but not for low levels of HRM. In turn, this was related to work engagement and extra-role performance.

**Limitations:** Use of cross-sectional data.

**Implications:** The results imply that through the implementation of specific types of HR practices organizations can create a room for employees to express their adaptability at work through crafting their jobs.

**Originality:** To our knowledge this study is the first to investigate the role of HR practices in fostering the beneficial effects of career adaptability on job crafting and employee outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Fr-OR-S59-2

**Human Resource Management: from presence to effectiveness. The moderating role of emotional demands and self-efficacy.**

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<sup>1</sup>Department of Human Resource Studies, Tilburg University, Tilburg, Netherlands

**Content: Purpose:** Organizations invest a lot of money, time of managers and dedicated professional staff to implement Human Resource (HR) practices, such as performance management, career development, autonomy, participation and communication and work-life practices. Therefore it is important to examine the effectiveness of HR practices, amongst others from an employee perspective. Drawing on the job demands and resources model, we expect that employees who receive more HR practices rate the effectiveness of HR practices as higher. In addition, we posit that emotional demands and self-efficacy strengthen this relationship, as they influence the way employees interpret HR practices and how they react to these.

**Design:** Using employee survey data from 208 primary and secondary education teachers, we conducted hierarchical regression analyses.

**Results:** Results support the positive relationship between presence and effectiveness for the five HR practices studied. Emotional demands and self-efficacy influence the relationship between presence and effectiveness for career development, autonomy and participation and communication.

**Limitations:** The main limitations are the use of single sector data and a cross-sectional design.

**Implications:** Results suggests that investments in HR practices are more beneficial in emotionally demanding work situations and for highly self-efficacious employees. The latter result implies that some rethinking as to how HR practices are delivered may be necessary.

**Value:** We respond to repeated calls in the literature arguing for bringing employees into the foreground in studying HR practices and employee performance. These findings underscore the need for more empirical research exploring *when* implemented HR practices are perceived as effective by employees.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Expert Leadership vs. the Peter Principle:**

**Probing the Validity of Meritocratic Promotion Strategies to fill Leader Positions**

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**Content:**

**Purpose**

To promote high performing employees into leadership positions is common practice and has high face validity. However, the actual validity of this meritocratic promotion strategy is unclear: Theoretical perspectives diverge in their assumptions (e.g., Callinan & Robertson, 2000; Goodall & Bäker, 2015) and empirical results are inconclusive. Given the prevalence of the strategy, this study aims to advance our understanding of this approach. Our theoretical rationale—based on research on work sample tests—does not indicate that employee performance is a valid predictor of leader performance.

**Design**

We tested the predictive validity of employee performance for leader performance in a pilot study ( $N = 65$ ) with performance data from professional tennis sport (focusing on players who subsequently became coaches). In the main study, we analyzed ( $N = 263$ ) performance data of players and coaches from the first German soccer division.

**Results**

Regression analyses revealed that player performance did not significantly predict coach performance in both studies; the 95% CIs included a possible strong effect for the tennis sample, but excluded medium effects for the soccer sample,  $d' = -0.52$  to  $0.43$ .

**Limitations**

Reflecting our research question, our data is restricted to high performing leaders. Generalizability to other contexts than sport is unclear.

**Practical Implications**

Our results do not support the use of meritocratic promotion strategies to fill leader positions.

**Value**

We developed a psychological perspective on meritocratic promotion strategies for leader positions, tested the validity in two samples, and opened a dialogue between managerial and psychological research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Fr-OR-S59-1

**HIGH PERFORMANCE WORK SYSTEM AND AUTONOMY AT WORK: WHERE YOU WORK, WHO YOU ARE AND WHAT YOU DO**

M. Zou, Y. Zhou\*

**Content:** Work autonomy has held a central place in the High Performance Work System (HPWS) literature. This study examines the determinants of work autonomy from three theoretically grounded perspectives that capture the most fundamental aspects of work life – the place you work at, the skills you have and the job you do. Drawing on data provided by two recent UK national employment surveys, we developed cross-classified multilevel models to empirically test the independent and joint effects of HPWS practices, job characteristics and individual human capital. After correcting for individual self-selection biases, our analysis shows that job nature plays a more salient role than organizational practices in determining employees' work autonomy. At the organizational level, we find that in addition to the presence of HPWS practices, the breadth and depth of these programs also have a profound impact on work autonomy. Finally, autonomy is also positively influenced by individuals' level of human capital. The theoretical and practical implications of this study are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Social and economic exchange: Linking high performance work systems, burnout and job satisfaction**

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**Content: Purpose:** Following an employee-centric approach and based on the social and economic exchange theories as our theoretical framework, this study examines the potential effects of High Performance Work Systems (HPWS) on employees' burnout and job satisfaction.

**Design/methodology:** Partial Least Squares Structural Equation Modeling (PLS-SEM) was used on a sample of 296 clinicians across seven Greek regional hospitals.

**Results:** The findings demonstrate first that HPWS has a strong and negative effect on health-care professionals' burnout, and a positive effect on their job satisfaction. Secondly, HPWS has a direct and positive effect on social exchange, and a negative effect on economic exchange. Finally, the analysis showed that both social and economic exchange can have a mediating role in the proposed relationships. Indeed, the findings indicate that social exchange, in contrast to an economic one, reduces employees' burnout while enhancing their job satisfaction.

**Limitations:** The most significant limitation concerns the nature of this study, which is a cross-sectional one. A longitudinal study is needed to rule out the issues of common method variance, and reverse causality.

**Research/Practical implications:** The findings not only validate previous studies' conclusions, but also provide evidence for the potential fruitfulness of the HPWS approach in improving employees' outcomes and well-being in turbulent times.

**Originality/value:** Although the argument that HPWS has a positive effect on organizational performance and productivity is well established, there are considerably fewer studies that examine the processes through which HPWS influences health-related outcomes, such as the HPWS effects on employee outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Strategic HR**

Th-OR-S3-4

**Organizational and individual factors influencing employees' intention to stay**

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**Content:** *The purpose* of this study is to develop an overall model including organizational and individual factors influencing employees' intention to stay within an organization. Organizational retention factors are i.e. job characteristics, job climate, leadership and compensation. Individual influence factors are organizational commitment, perceived organizational support and the psychological contract, which are also assumed to mediate the relationship between organizational retention factors and the intention to stay.

***Study design***

Based on theoretical and empirical steps a hypothetical model is developed and tested by an online survey among 700 German employees. Regression analyses are used to analyze the influence of the individual and organizational factors on the intention to stay and the assumed mediating effects. Structural equation modeling serves to confirm the structure of the postulated model.

*The results* show the influence of the organizational and the individual factors on the intention to stay, as well as the mediating effects of the individual factors. Confirmatory factor analysis supports the model structure.

***Limitations and Implications***

This research is a preliminary step in a complex process of identifying retention factors. Further research should integrate more factors (like job involvement) into the model. Research findings support practitioners to choose adequate strategies for retaining important employees.

***Originality / Value***

Existing research often focuses on reasons for employees' turnover. To intervene earlier, it may be more important to detect the factors for peoples' intention to stay. In this field retention factors are identified, but there is not known any validated model combining organizational and individual factors.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Fr-OR-S105-6

**Promoting Sales Behaviours in Retail: Examining the Effects of Managerial Practices on Employee Behaviour, Internalization, and Store Performance**

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**Content: Purpose:** Given the current economic situation and the pressures that retail organisations are facing, it is crucial to strengthen our understanding of the drivers of store performance. Therefore, this study focuses on store managers who have been urged to enhance sales behaviours of employees and increase store performance. It is studied whether and how such managerial practices influence store performance. We examined pathways through which managerial behaviour and the implementation of management practices affects store performance. More specifically, we focus on the role of employee behaviours and internalization (i.e., the extent to which employees understand the importance of focusing on sales) in creating store revenue.

**Design/Methodology:** Survey data was collected in 56 stores of a Dutch warehouse chain, with 87 managerial responses and 525 responses of matched employees. In addition, objective store revenue data was used.

**Results:** Preliminary multi-level analyses using Mplus suggest that the implementation of managerial practices is positively related to employee sales behaviours and store revenue. Internalization was also found to play an important role in this process.

**Limitations:** Although multiple data sources were used (managers, employees), the survey data was only collected at one point in time.

**Research/Practical Implications:** Our findings suggest that focusing on managerial implementation and internalization pays off for this warehouse.

**Originality/Value:** This study makes use of multi-source data as both employee and managerial reports are included. Also, objective indicators of performance are used. Based on this, this research adds to our understanding of the mechanisms through which managerial behaviours affect store performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Fr-OR-S90-2

**Owner Perceptions of HR Systems and Employee Reactions in Small Business**

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**Content:** This study examines the effect of small business owners' perceptions of commitment- and compliance-based human resource (HR) systems on employee organizational citizenship behavior (OCB) through the mediating effect of psychological contract fulfillment (PCF). This study hypothesized that this mediating effect is moderated by employee age. Multilevel modeling results from a sample comprising 315 employees from 38 small business indicate that owner perceptions of commitment-based HR systems positively affects employee PCF and induce a positive indirect effect on OCB, whereas those of compliance-based HR systems have a negative indirect effect. Additionally, the results confirm that employee age moderates the association between employee PCF and OCB. The two moderated–mediated relationships were observed among older workers but not for younger employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

Th-OR-S3-2

**Opening the Black Box between Health-related HRM, Collective Engagement and Company Performance: An Organizational-level Analysis**

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**Content: Purpose:** The aim of this paper is to open the "black box" between health-related human resource management (HHRM), employees' collective engagement and company performance. For this purpose, we develop an organizational-level model and examine mediators and moderators of the relationship.

**Design/Methodology:** We test our hypotheses in a multi-source field study of top management team members, HR representatives, and 16,314 employees in 88 organizations.

**Results:** Our results show that HHRM has a positive indirect effect on collective engagement and thereby also benefits company performance. This indirect effect is mediated by a stress-is-enhancing organizational mindset, i.e. employees' shared belief that stress at work can be a source of personal growth, well-being, and performance. Moreover, we find that the positive indirect effect of HHRM on collective engagement only exists in organizations with high transformational leadership climate.

**Limitations:** Our study is cross-sectional and uses a subjective performance measure based on top management ratings.

**Research/Practical Implications:** Our findings point to the particular relevance of establishing a comprehensive system of health-related HR practices for promoting employees' collective engagement. Moreover, we can show that transformational leadership climate acts as a crucial contingency of the engagement-enhancing effects of HHRM.

**Originality/Value:** Research on the effects of HR management on employee well-being has remained limited and yielded inconclusive results. Moreover, prior studies remain unclear on whether HR practices specifically aimed at enhancing employee well-being also benefit ("mutual gains") or rather impede ("conflicting outcomes") company performance. Our study contributes to this stream of research by providing evidence for a "mutual gains"-perspective and showing that HHRM benefits both employee engagement and company performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Strategic HR**

Th-OR-S16-2

**Effects of Service-Oriented High Performance Work System on Employees' Service performance: How and When**

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**Content:**

Purpose

To investigate how and when employees' service performance will be influenced by service-oriented high-performance work systems (HPWS).

Design/Methodology

Gathering data across 92 branches of a large Chinese bank, we investigated 568 frontline service employees and their supervisors. We tested the hypotheses with hierarchical linear modeling.

Results

The results suggested that service-oriented HPWS affects employee service performance through the functions of employees' service ability, customer orientation, and service climate perception simultaneously. Moreover, only when service-oriented HPWS consensus was high, the indirect effects of HPWS on service performance via service ability and customer orientation are significant.

Limitations

First, we have not used multi-phase data to examine the causal relationship. And we only tested hypotheses from a single industry which is banking, and we should collect data from other service industries to prove our findings again.

Research/Practical Implications

To facilitate employees to give excellent service to clients, organisations should invest in service-oriented HRM practices to improve their service ability, customer orientation, and service climate perception, making them *able to*, *willing to*, and *have chances to* perform high-quality service performance. Managers should also notice that even in the same group, different employees have different HRM perceptions.

Originality/Value

The research lets us understand better about how service-oriented HPWS can facilitate employee service performance and when this HPWS is effective or not.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Interventions***

### ***Stress management***

Th-OR-S8-3

#### **How do line managers experience and handle the return to work of employees on sick leave due to work-related stress? A one year follow-up study**

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<sup>1</sup>University of Copenhagen, Department of Psychology, Copenhagen K, Denmark

**Content:** *Purpose:* Studies indicate that line managers lack both knowledge and tools to facilitate the return to work (RTW) process for sick listed employees. This study examine how managers experience and handle RTW of employees on sick leave due to work-related stress (WRS).

*Methodology:* Semi-structured interviews and aligned survey including a one year follow-up with line managers (N= 33) from Danish workplaces, who had an employee on sick leave due to WRS. Data analysis follows a constructing grounded theory approach.

*Results:* Even though managers may accept the overall concept of WRS, there is a tendency to refer to personality and individual circumstances, thus placing the responsibility on the employee rather than on the organization and themselves as leaders. No common understanding of stress creates room for this shift in focus and for a general confusion and taboo around stress. Line managers experience cross-pressure, discrepancy between strategic and human-relations perspectives and lack of organizational support in the RTW process.

*Limitations:* Risk of selection bias as managers were designated by their employees and those who accepted to participate might have had an positive relationship with the employees.

*Practical Implications:* The RTW process should not be line managers responsibility alone. A common definition of stress and understanding of potential risk factors as well as involvement of coworkers and a supportive organizational culture are important factors for a successful RTW.

*Value:* As managers are key actors in the RTW process, understanding their perception is vital.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Stress management***

Th-OR-S34-2

#### **Work-life challenge? Accepted! The evaluation of a systematic and evidence-based work-life balance training for academic employees**

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<sup>1</sup>Lmu Munich, Munich, Germany

#### **Content:** Purpose

Academic employees' job profile has changed. Nowadays, additional requirements like leadership or science management have to be met. This increase of demands results in an incompatibility of life domains, blurred boundaries, stress and exhaustion. Thus, we provided a six-hour work-life balance training specifically addressing academia based on scientific concepts and evidence-based methods.

#### **Design / Methodology**

To ensure its effectivity we systematically evaluated our training using a repeated measurement design based on Kirkpatrick's four levels of reaction, learning, transfer, and results. Post-doctoral academics and PhD students (N = 77) voluntarily participated in the workshop in groups of 8-14. They were asked to take part in three surveys: before the training, directly after the training and six weeks later.

#### **Results**

Results indicate positive reactions to the training. We found a significant and stable increase in learning as well as in organizational commitment. Analyses confirmed a significant increase of behaviors to enhance work-life balance. Facilitators and barriers of transfer were identified. We used internal referencing as control group.

#### **Limitations**

Although we could show that the effects were stable six weeks after the workshops, we did not measure further long-term effects.

#### **Research / Practical Implications**

Our work may help human resources departments of universities to address this important topic and to implement similar trainings for their academic staff.

#### **Originality / Value**

To the best of our knowledge our training is the first to make work-life balance a topic of discussion in the context of academia and academic staff development.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Interventions**

### **Stress management**

Th-OR-S8-1

#### **If I like stress, you probably enjoy it too: Stress mindset and perceptions of others' stress related well being**

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<sup>1</sup>Faculty of Management, Tel Aviv University, Tel Aviv, <sup>2</sup>Psychology, University of Haifa, Haifa, Israel

**Content: Purpose:** *Stress Mindsets* reflects a mental framework or lens that accentuates stress's negative or positive consequences. Although recent studies have associated positive stress mindset with desirable outcomes, such as health and work performance, the underlying mechanisms have not been tested. Building on social projection and social perception paradigms, the purpose of the present study was to experimentally assess whether stress mindset affects the way people encode and interpret stress related information, by evaluating their judgements of other people's stress outcomes.

**Design:** In a pilot study, and two randomized controlled studies, (N =65,212,125), we used a recall task to manipulate positive and negative stress mindsets. We then asked participants to read an occupational scenario and evaluate an employee's stress related outcomes.

**Results:** Multivariate analysis supported our hypotheses. Manipulation check confirmed that stress mindset can be altered (pilot Study). Furthermore, participants in the 'positive' vs. 'negative' stress mindset group, evaluated a 'stressed' employee as having less somatic symptoms and presenteeism (Study 2), and as having more life satisfaction, and less burnout and depression (Study 3), after controlling for mood.

**Implications-** We offer theoretical, empirical and practical contributions in terms of stress mindset theory (mechanism of influence), stress mindset research (experimental manipulation) and stress mindset interventions (altering managers' stress mindset).

**Limitations-** Future studies are needed to test behavior alternations over and above perceptions.

**Originality-** This is the first study to experimentally test possible mechanisms underlying stress mindset, and the first to focus on the evaluation of others rather than the self only.

**Disclosure of Interest:** None Declared

**Keywords:** None

**It's not easy being green: The role of intrapreneurship and environmental organizational citizenship behavior of purchasers on sustainability.**

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<sup>1</sup>Open University of the Netherlands, Heerlen, <sup>2</sup>Tilburg University, Tilburg, Netherlands

**Content: Purpose:** This study focusses on the employee, specifically purchasers, within the context of circular economy. The aim of this study is to analyze how intrapreneurship and environmental organizational citizenship behavior (OCBE) of the purchaser affects the number of sustainable initiatives within organizations. The theory of planned behavior is used to research the relations between intrapreneurial behavior, OCBE, environmental norms and beliefs.

**Design/Methodology:** This study is based on data collected via a survey. The participants are purchasers working in non-profit and profit organizations in the Netherlands.

**Results:** We find a positive effect of intrapreneurial behavior and OCBE on the number of sustainable initiatives. Additionally, the interaction between intrapreneurial behavior and OCBE elicits a stronger effect on the number of initiatives. Environmental norms and beliefs play a significant role in the emergence of intrapreneurial behavior and OCBE.

**Limitations.** The study focusses on a specific function, namely purchasers. The results are limited to purchasers and cannot be generalized to other types of employees.

**Research/Practical Implications.** The role of employees is changing, due to the trend that the organizations would like to stimulate sustainable projects. This research sheds a light on these changing requirements and investigates the effects of intrapreneurship in combination with OCBE. The results are used to facilitate organizations and purchasers to meet their sustainability goals.

**Originality/Value.** We combine literature on intrapreneurship and OCBE and indicate it's importance in initiating bottom-up sustainable initiatives.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Factors influencing the attitude towards organic private labels in sustainability-oriented target groups**

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<sup>1</sup>FHW GmbH / Department of Communication, Marketing & Sales, Vienna, Austria

**Content:** Mayerhofer et al. (2008) analyzed the impact of CSR policies on attitude towards companies and brands on the example of the purchase of instant coffee. Results revealed a sensitivity of consumers towards CSR activities of companies. Organic food is classed among the credence goods – so a company's reputation may be even more important, because it "radiates" on the company's own brands (cf. Möhlenbruch / Wolf, 2008, pp. 42-50). For the sustainability-oriented LOHAS (Lifestyles of Health and Sustainability) this should be of particular importance (cf. Wenzel et al., 2008).

The aim of this study is to evaluate the influence of personality characteristics (values; locus of control; ambiguity tolerance), attitude towards CSR / company, importance of product attributes and sustainable orientation on the attitude towards organic private labels. For this purpose, a standardized online survey (n=709) was conducted among sustainability-oriented Austrian consumers.

There were gender differences in the factors influencing the attitude towards organic private brands. Factors important to female Proactive LOHAS are safety, power and a likeable company. For male Proactive LOHAS self-determination, fair conduct vis-a-vis competitors and credible (CSR) advertising matter. Female Mission-driven LOHAS value a likeable company, fair relationships with competitors, and non-conformity in the values orientation. For male Mission-Driven LOHAS high product quality and credible coverage in consumer magazines and test reports are crucial.

The study emphasizes the importance of "green" Gender Marketing. It should be noted that the focus of the study is on Natur\*pur, an organic private label of the Austrian food retailer Spar.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Talent management***

Sa-OR-S132-1

#### **Career conversations – a bridge between organizational talent management and individual career management?**

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#### **Content: Purpose:**

There can be conflicting agendas between organizational and individual goals in talent management (De Vos & Dries, 2013). Workplace career conversations are a way these two agendas can be brought together to create shared understanding, and commitment to action (Smith & Campbell, 2011). This qualitative study explored career conversations from the perspectives of three stakeholder groups – HR, line managers and individuals.

#### **Design/Methodology:**

Semi-structured interviews with senior HR/OD professionals (N=30) and individuals/line managers (N=40). Qualitative data were thematically analysed by stakeholder.

#### **Results:**

HR prioritised talent management with a discourse of talent scarcity and a focus on meeting the organization's needs. They expressed concern that line managers were not engaged in the talent process. Conversely, line managers prioritised individual career development, aiming to match individual and organizational needs. They felt disconnected from formal talent processes, but fully engaged in supporting short and long term career development. Individuals valued informal career conversations with line managers to develop their career. They saw little contribution from formal appraisal or talent management process.

#### **Limitations:**

Each participant only described one or two career conversations in detail. These may not have been representative of the conversations they had experienced.

#### **Research/practical Implications:**

This study indicates the potential contribution of informal processes as part of talent management. In contrast to some research, it demonstrates that line managers are frequently facilitators, not blockers, of career development. Further research on workplace career conversations will build understanding of the contextual features that influence their effectiveness.

**Disclosure of Interest:** None Declared

**Keywords:** None

## *Teams and workgroups*

### *Team building and effectiveness*

Th-OR-S55-4

#### **Success in Learning Groups: Where have we been? And Where are we going?**

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#### **Content:**

**Purpose:** Limited previous research has examined comparative effectiveness of various learning strategies, such as group discussion activities and collaborative projects, for teams. The present study examines collaborative learning activities, trust, affect, and other variables that relate to learning effectiveness for teams. The paper summarizes several years of research on different collaborative activities and across different team settings. It also presents an agenda for future research in team training and learning, and provides best practices and guidelines for both researchers and practitioners.

**Design/Methodology:** This research examines actual learning teams in online and face-to-face courses and utilizes both experimental and control groups across a variety of courses.

**Results:** Results from previous studies will be summarized and presented. Preliminary results show trust and perceived similarity positively affect team learning outcomes.

**Limitations:** This study is limited to student learning groups in university courses, but collaborative activities examined in this research are the same pedagogical strategies used in many workplace training programs.

**Research/Practical Implications:** This research provides a detailed review of current team-based literature, summarizes several years of data, and was designed to address the needs of practitioners who design training programs or facilitate learning groups.

**Originality/Value:** With a growing focus in the workplace on greater teamwork and collaboration, it is critical that we better understand best practices for promoting learning group effectiveness. This research paper offers an examination of collaborative learning activities and group learning effectiveness, while also providing practical suggestions, based on research, for facilitators and training specialists.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Fr-OR-S91-2

#### **Two halves of the same innovative jobs: A distinctive impact of initiated and received task interdependence on innovative work behaviors**

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#### **Content: Purpose**

The aim of this study is to gain a better understanding of micro-innovation processes at the workplace. We consider how task interdependence moderates the job-level innovation supply and demand relationship. Specifically, by differentiating between initiated and received task interdependence, we examine how the direction of workflow translates innovativeness as a job requirement into different aspects of employee innovative work behaviors (creativity and innovation implementation).

#### **Design/Methodology**

The multi-source data was collected on the sample of 85 employees and 20 managers from two public agencies, as a preliminary study of a larger longitudinal action research project. Data were analyzed using moderated hierarchical regression analyses.

#### **Results**

The study findings revealed that two aspects of task interdependence have a differing moderating role in the positive relationship between job-innovation requirements and innovative work behaviors. While received task interdependence makes the relationship between job innovativeness and both creativity and innovation implementation even more positive, initiated task interdependence makes this relationship negative.

#### **Limitations**

The cross-sectional design limits our ability to infer causation.

#### **Research/Practical Implications**

Our results have important research and practical implications for the micro-innovation field as they imply that relational job-design characteristics represent important boundary conditions for designing innovative jobs.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Fr-OR-S72-1

## **What Drives Innovation In Teams: A Qualitative Study**

P. Gupta\*

### **Content: Purpose**

Given heightened competition and ever growing customer expectations, not only are teams within organizations expected to innovate, a number of organizations include innovation as a key mandate for teams. The purpose of the present study was to explore the factors that facilitate innovation in teams at work place.

### **Design/Methodology**

Sample consisted of 15 managers working in public and private sector organizations. The respondents belonged to Research and Development and Product Development teams. Interviews were conducted using a semi-structured schedule.

### **Results**

Analysis of the qualitative data revealed supportive climate, shared leadership, and clarity of goals as some of the important factors that facilitated innovation in teams. The findings suggested that it would be worthwhile for organizations to treat innovation as a strategic issue.

### **Limitations**

Limitation of the study was its small sample however the results indicated the need for further research to explore in detail the factors identified as enablers for innovation.

### **Research/Practical Implications**

Identification of salient factors and understanding the processes through which innovations could be made possible have huge implications for the top management so that conducive conditions can be created for teams to innovate.

### **Originality/Value**

Scholars have highlighted the need to explore innovation at team-level. This study contributed to the understanding about innovation in teams.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Fr-OR-S91-1

#### **Self-compassion and innovation at work: A closer look to mediating mechanisms.**

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#### **Content: Purpose**

Self-compassion (SC) is a new concept widely studied in clinical psychology. However, the impacts of SC have rarely been studied in an organizational setting. In order to expand knowledge on the effects of SC in the workplace, this study proposes and test a mediation model on the mechanisms linking SC with IWB. Building on the attachment theory, we suggest that SC, by promoting a soothing attitude, will encourage employees to be more compassionate towards their colleagues (H1). Moreover, according to social exchange theory, colleagues would in turn be more likely to reciprocate the caring behavior of compassionate employees, which would result in higher Team-Member Exchange (TMX) (H2) and, ultimately, IWB (H3).

#### **Methodology**

A time-lagged study was conducted on 250 employees from various Canadian organizations. Multiple regression analyses and mediation analyses were conducted to test our hypotheses.

#### **Results**

Results supported all the hypotheses.

#### **Limitations**

The data was collected with self-report questionnaires, which implies limited inferences of causation because increase likelihood of common method bias.

#### **Research/Practical implications**

This research increase our understanding of the impacts and the mechanisms by which operate SC on IWB in an organizational setting. It offers new perspectives on how to cope with potential negative effects of innovation as well as promoting a safe and suitable climate for innovation at work.

#### **Originality/Value**

This is one of the first studies to examine to the role of SC in the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Team work, creativity and innovation*

Fr-OR-S91-3

**The dynamic nature of trust: A longitudinal study of intrateam trust, innovation, and team member wellbeing.**

N. Larson <sup>1,\*</sup>, G. Hoffart <sup>1</sup>, H. Peschl <sup>2</sup>, T. A. O'Neill <sup>1</sup>

<sup>1</sup>Psychology, <sup>2</sup>Haskayne School of Business, The University of Calgary, Calgary, Canada

**Content: Purpose.** Previous research has found that trust is important for effective teamwork because it influences processes such as communication, cooperation, and information sharing. However, much of this research is cross-sectional and focuses on static levels of trust, often ignoring within-team developmental patterns. To address this gap, we examined the dynamic unfolding of intrateam trust, and made predictions regarding how change in trust is related to team innovation and team member wellbeing (i.e., stress and emotional exhaustion).

**Design/Methodology.** The sample consisted of 50 teams (n = 252) enrolled in a business course at a large North American university. Teams were responsible for creating and pitching a new business venture. Data was collected at three time points over four months.

**Results.** Proposed hypotheses were tested using Bliese and Ployhart's (2002) model estimation procedures for longitudinal random coefficient modeling. Innovation was related to initial levels (i.e., intercept) of trust but was unrelated to change in trust (i.e., slope). Additionally, team member wellbeing was related to initial levels and change in trust over time.

**Limitations.** The generalizability of the findings may be limited due to the student sample.

**Research/Practical Implications.** Results suggest that (a) intrateam trust is a dynamic and changing construct, (b) initial trust may be particularly important for fostering team innovation, and (c) changes in trust appear to have implications for team member wellbeing.

**Originality/Value.** Few studies have taken a longitudinal approach to examine trust in teams. Therefore, the current study advances an understanding of the temporal aspects of intrateam trust.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Sa-OR-S132-2

#### **How managers conceive creativity affects their creative self-efficacy and their evaluation of innovative practices**

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**Content:** Manager's creativity is one of the principal sources of managerial innovation that is recognized as a crucial factor for future organizational success. However, there is a lack of understanding of how members of organizations conceive managerial creativity and innovation. The present research investigates implicit theories of creativity in the management domain and their effects respectively on managers' creative self-efficacy, and on their ratings of innovative managerial behaviors. Moreover, such effects are hypothesized to be mediated by managers' involvement with creativity (Lheureux, Lo Monaco, & Guimelli, 2011). Participants were 244 managers from diverse companies. To assess their implicit theories of managerial creativity, they were asked to rate 24 words or expressions previously collected among 69 experienced managers using a free association test. They also rated ten innovative managerial behaviors, collected in a pre-study using the Critical Incident Technique (Flanagan, 1954). Creative self-efficacy and involvement with creativity were respectively assessed by previously validated questionnaires (George & Zhou, 2002; Lheureux, et al., 2011). Results from factorial analyses show that participants' implicit theories of creativity related to the management domain are structured along three dimensions (Listening, Innovation, Anticipation). Regression analyses lead to conclude that those dimensions differentially predict managers' ratings of innovative managerial behaviors, as well as both components of creative self-efficacy (Idea generation and idea implementation). Results supported also the mediation hypotheses. Because implicit theories of creativity rely on individuals' knowledge and experience, organizations expecting the emergence of new and adapted managerial practices should promote accurate conceptualizations of creativity.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Sa-OR-S132-3

#### **Innovation in start-ups – the moderating role of interdisciplinary competency**

S. Brandstädter\*

#### **Content: Purpose**

Innovation is especially important in start-ups as these newly founded organizations need to establish themselves in the market. Positive influences of several team process variables on innovation, like vision or task orientation, were confirmed in a meta-analysis (Hülshager et al. 2009), but for task conflict findings remain inconsistent. However, start-up teams are usually composed of members from various disciplinary backgrounds and team diversity is known to affect team performance in positive or negative ways. Therefore the goal of this study was to determine team processes and innovation in start-ups and especially to investigate the influence of interdisciplinary competency.

#### **Design/Methodology**

N=66 founders of start-up organizations participated in an online questionnaire on team processes and interdisciplinary competency. Innovation was measured subjective (innovative behavior) as well as objective (number of patents, trademarks and copyrights).

#### **Results**

Multiple regressions revealed positive effects of vision, support for innovation and task orientation on innovative behavior. Task conflict did not show a direct effect, but revealed to be significantly moderated by interdisciplinary competency (i.e. positive influence only if competency is high).

#### **Limitations**

As participants were from different start-ups it was not possible to analyze team processes on group level. Results of objective innovation are limited due to generally few reported patents.

#### **Research/Practical Implications**

Findings help to gain insights in the role of interdisciplinary competency in the innovation process and can therefore contribute to improve the success of start-ups.

#### **Originality/Value**

The study investigated the moderation role of interdisciplinary competency on innovation process in start-ups for the first time.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Fr-OR-S72-3

#### **Transformational leadership and team creative processes: Do leaders' motivations matter?**

C. F. Peralta <sup>1,\*</sup>

<sup>1</sup>Norwich Business School, University of East Anglia, Norwich, United Kingdom

#### **Content: *Purpose***

Drawing upon self-determination theory, this study examines the role of leaders' motivational orientations in the relationship between transformational leadership and team creative processes. This is important because if the transformational leadership-team creative processes relationship is contingent on leaders' motivations, current theory likely understate the full impact of motivation in leadership.

#### **Design/Methodology**

74 teams (74 leaders, 295 members) participated in a cross-sectional study involving multiple-source data.

#### **Results**

The transformational leadership-team creative processes relationship was linear or curvilinear, depending on the type and level of leaders' motivation. Intensive displays of transformational behaviors enhanced team creative processes, regardless of leaders' motivations. For relatively low levels of transformational behaviors, leaders' motivations shaped the association with team creative processes.

#### **Limitations**

Data were collected only in one culture. Further research is required before generalizing these findings to other cultures.

#### **Research/Practical Implications**

To drive creative processes in a team, the intensity of transformational behaviors needs to be adjusted, according to the leader's prevalent motivation. A leader that understands his/her underlying motivations is better positioned to display transformational behaviors that actually increase team creative processes.

#### **Originality/Value**

This study makes two main contributions. First, it answer calls for research to further examine the joint effects of leaders' motivational orientations and styles on team creativity. Second, this study aims to advance not only understanding of the leader's motivations that enhance or hinder the transformational leadership-team creative processes relationship, but also understanding of how much transformational leadership is required to enhance team creative processes under specific motivations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Fr-OR-S91-4

## **Team Mental Models and Goal Orientations in Predicting Creative Performance**

A. Toader\*

### **Content: Purpose**

In an experimental study, we examined the effectiveness of different team mental models configurations, complementary, similar, and dissimilar for creative performance. We also explored the moderating role of a learning-performance goal orientation intervention on the relationships between team mental models and performance. We predicted that teams that develop more dissimilar team mental models and receive a learning-performance goal orientation intervention will achieve the highest performance on a creative task.

### **Design/Methodology**

We conducted a 3 (similar/dissimilar/complementary) x 3 (learning/performance/learning-performance) between subjects experiment on a sample of 35 teams ( $N=105$ ) composed of students. The teams worked on developing a creative plan to solve the problems of a company.

### **Results**

We found that, contrary to our hypothesis, teams that developed dissimilar team mental models and received a learning-performance goal orientation intervention had the lowest performance originality. Instead, teams that developed similar team mental models and received a learning-performance goal orientation intervention achieved the highest performance quality and originality.

### **Limitations**

The study used a contrived experimental task. The task was time limited which implies that the results may be generalized to time limited tasks requiring creative input.

### **Research/Practical Implications**

Managers may facilitate the development of similar team mental models and may induce a learning and performance goal orientation to achieve a higher performance on creative time limited tasks.

### **Originality/Value**

This is the first study to examine the role of team mental models and goal orientation for creative performance, which paves the way for future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Fr-OR-S72-4

#### **Going the extra mile: Connecting in-role and extra-role creativity with innovation and task performance**

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#### **Content:** Purpose:

In order to survive in the global competition, organizations need creativity as a starting point for innovation. However, “the subfields of idea generation and idea implementation remain doggedly disconnected” (Anderson, Potočnik, & Zhou, 2014, p. 1317). It is our aim to connect them and examine their relationship in depth by taking a two-dimensionality of creativity into account. We propose that extra-role creativity is positively related to idea implementation in the organizational context whereas in-role creativity is positively related to task performance.

#### **Design/Methodology:**

We conducted two questionnaire studies in a German company: One cross-sectional ( $N = 129$ ) and an additional longitudinal study ( $N = 36$ ; two weeks time frame).

#### **Results:**

Regression analysis revealed that in line with our hypothesis, extra-role creativity is positively related to idea implementation whereas in-role creativity is not. Further, in a longitudinal analysis, it even showed that in-role creativity is negatively related to idea implementation. No effect between the two creativity dimensions and task performance could be detected.

#### **Limitations:**

All data were collected in one company.

#### **Research/Practical Implications:**

It seems to be important for organizations to support extra-role creativity to get more innovation.

#### **Originality/Value:**

The direct comparison between in-role and extra-role creativity gives insights into the depth of the two-dimensionality of the creativity construct and its relation to innovation.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Teams and workgroups***

### ***Team work, creativity and innovation***

Sa-OR-S106-1

## **Work in Academia – The effects of transformational leadership on teamwork quality and work-related outcomes in scientific teams**

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### **Content: Purpose**

Remarkably little systematic research exists on the topic of innovation performance and work motivation regarding scientific teams in higher education institutions, even though nowadays research gets carried out more frequently in research groups. Building on the Full Range Leadership Model by Avolio and Bass and on the Teamwork Quality Theory by Hoegl and Gemuenden, we hypothesized that individual- and group-focused transformational leadership have a positive effect on team innovation performance, job satisfaction and learning success in scientific teams. Furthermore, we hypothesized that the positive relationships between transformational leadership and work-related outcomes will be mediated by perceived teamwork quality.

### **Design/Methodology**

To test these assumptions, we acquired so far over 150 participants from 60 teams and their supervisors from different higher education institutions in Switzerland and Germany to participate in an online study.

### **Results**

Multilevel mediation analyses conducted with R support most of the hypotheses.

### **Limitations**

It remains to be tested how other theories of positive/constructive leadership relate to teamwork quality and work-related outcomes in scientific teams.

### **Research/Practical Implications**

These results imply that supervisors of scientific teams should show a high degree of transformational leadership to improve perceived teamwork quality and thus work performance and favourable attitudes towards work.

### **Originality/Value**

To our knowledge, the study is the first to systematically analyse the factors which contribute to higher innovation performance and favourable work attitudes in scientific teams by combining two theories of leadership and teamwork quality.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Teamwork in extreme environments***

Sa-OR-S106-3

## **How teams work in security operation centers? An introduction to information security teamwork as a new field of research**

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<sup>1</sup>Institute of E-government, National University of Public Service, Budapest, Hungary

### **Content: Purpose**

Information security is an emerging issue since technology spread across our work and private life. Security Operation Centers (SOCs) are dedicated organizational units to monitor and investigate information security incidents in order to protect data privacy and service continuity. The teamwork research rooted in shared mental model (SMM) studies assumed to have possibilities to contribute to effective SOC performance. This study aims to describe the goals, the roles, and the ways of working, where shared representations would contribute to performing team tasks successfully.

### **Design/Methodology**

We have conducted field observations in organisations owning a SOC and interviews with security experts managing or working in SOC.

### **Results**

SOC teams consisting of six to nine people working in shifts in 24/7. SOC daily routine is monotonous. However, when seldom a critical event happens they have to react within minutes: decide whether the event is a security incident that requires escalation. They search and share information within the team and the organization and take actions for what we assume that SMM serve as a basis.

### **Limitations**

A limited number of SOC were available to qualitative field research and interviews.

### **Research/Practical Implications**

This introduction may facilitate further field studies, and experiments to reach improvement on SOC teamwork.

### **Originality/Value**

This is an opportunity to apply teamwork research knowledge to an emerging field of high risk. As a first step we described the aspects of teamwork in SOC in order to establish future researches of how shared understanding may support effectiveness.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Teamwork in extreme environments***

Sa-OR-S106-2

#### **Communication practices in international shipping crews: A social network perspective**

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#### **Content:** Purpose

While the breakdown of communication is one of the most prevalent contributing factors to accidents at sea, little is known about routine communication and its structures. In most accident analysis, it is assumed that a crew's hierarchical structure equals its structures of communication. In this paper we take closer look at the structures of communication within shipping crews, compare them to their formal organization, and discuss possible bottlenecks and breaking points.

#### **Design/Methodology**

Using survey data of 120 seafarers, we conducted social network analysis to generate a general network of communication ties within shipping crews. Further, we analyzed the network regarding centrality and betweenness.

#### **Results**

While for low-ranking positions, the ability to communicate with others is determined by physical proximity, high-ranking positions can communicate across areas to other high-ranking positions. Social network analysis reveals a more complex and nuanced picture of communication than formal organization suggests.

#### **Limitations**

The available data is limited to self-reported frequencies of communication. The integrated network of communication ties is based on a relatively small sample size.

#### **Research/Practical Implications**

The results can inform approaches of improving teamwork at sea by providing a broader picture of communication practice and its determinants.

#### **Originality/Value**

This paper presents a new perspective on communication practices in shipping crews, contrasting them with the hierarchical formal organization of crews.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Teamwork in extreme environments***

Sa-OR-S106-4

#### **Understanding leadership in extreme work environments: The role of team member's perception and evaluations.**

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#### **Content:**

##### **Purpose**

In the recent decade, societies are confronted with increasing environmental and extremist threats. Civilian and governmental agencies like fire services, police departments or military services operate within these extreme work environments provide security for the public. In this dangerous work environment, leaders play a vital role and leader's ability to develop team performance is potentially one of the most important research issues. However, current knowledge is limited in providing insights about leadership behavior in this field. To advance the literature, the major purpose of this study was to (1) examine team member's perception and evaluations of leadership behaviors in extreme vs. traditional work environments and (2) determine if context dependent perception and evaluation affect trust in leadership and team performance.

##### **Design/Methodology**

We conducted a mixed-method study including in-depth interviews and a vignette study.

##### **Results**

Results indicate that the context of extreme work environments have an impact on perception and evaluation of leadership behavior and, in turn, affect trust in leadership and team performance.

##### **Limitations**

Applicability to general population may be limited and will be discussed.

##### **Research/Practical Implications**

Our study findings are insightful for civilian and governmental agencies as well as for a large population working in these environments.

##### **Originality/Value**

The study is the first to examine team member's perception and evaluation of leadership behavior in extreme vs. traditional work environments and it enables paths to leader trust and team performance in extreme work environments.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employment relations**

**Temporary Employment**

Sa-OR-S124-2

**Aspects of precarious employment for work psychologists in Austria**

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**Content: Purpose**

Work psychologists are trained to analyze and evaluate psychological stressors and to derive effective interventions to promote healthy workplaces. Therefore, they play a crucial role in today's work systems. In contrast to safety specialists and occupational physicians, however, the occupational profile of work psychologists is not clearly defined by Austrian law. In addition, research suggests that atypical employment is common among Austrian work psychologists. In our study, we identified specific aspects of an insecure and undefined occupational profile and hypothesized a positive association with role ambiguity, which was supposed to affect psychological wellbeing negatively. Consequently, we examined the mediating function of role ambiguity in this context.

**Design/Methodology**

N=31 experts (practitioners, social partners, policy makers) were interviewed and results were subjected to qualitative content analysis. Salient topics served as a base for an Austria-wide online survey study with N = 122 participating work psychologists.

**Results**

Regression and mediation analyses supported the assumed associations in general and the mediating function of role ambiguity in particular.

**Limitations**

Future studies need to validate the aspects of an insecure and undefined occupational profile identified in this study. Furthermore, the cross-sectional design cannot rule out alternative causal pathways.

**Research/Practical Implications**

The results highlight the importance of a more clearly defined occupational profile for work psychologists. We discuss viable approaches to improve working conditions for work psychologists in Austria.

**Originality/Value**

To our knowledge, no other study has examined specific risks of precarity for work psychologists in Austria.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Temporary Employment*

Fr-OR-S79-3

**The role of supervisor-related commitment: Temporary employees versus permanent employees**

A. Kidron\*

**Content: Purpose:** This study tries to examine supervisor-related commitment as a mediating variable between psychological contract and empowerment, on one hand, and affective commitment, on the other. Supervisor commitment is considered a mediating variable since it emphasizes the importance of the supervisor's role in the relationship between employees and the organization.

**Design/Methodology:** Data was collected by using a self-administered questionnaire from a sample of 367 permanent employees and 155 temporary employees in 11 organizations. The hypotheses were tested by using regression analysis and a structural equation modeling analysis in order to build a more holistic research model.

**Results:** Supervisor commitment was found the most significant predictor of affective commitment among permanent employees and the second significant predictor of affective commitment among temporary ones. Supervisor commitment partly mediated the relationships between empowerment, psychological contract, and affective commitment only among permanent employees.

**Limitations:** The data used in this study were collected from a single source, thus it is possible that the findings may be partly affected by a common method bias. Furthermore, the research was cross-sectional, so any inferences of causality must be limited.

**Research/Practical Implications:** In research terms, a future longitudinal study would be needed to strengthen claims of causality. In practical terms, supervisors play a role in upholding and maintaining the psychological contract and cultivating employee empowerment, whether the employee is permanent or temporary.

**Originality/Value:** This study contributed to the understanding of the differences between supervisor-related commitment among temporary and permanent employees, as well as its relation to affective commitment.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employment relations**

**Temporary Employment**

Fr-OR-S79-4

**Integrating Dual Commitment into Commitment Profiles: a large study among temporary workers**

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**Content:** *Purpose:* Despite the ever increasing phenomenon of contingent work, few studies investigated the specific features of temporary work, such as the dual employment relationship that temporary workers develop with the agency and the client organization (Liden, et al., 2003), namely dual commitment (McClurg, 1999). Recently the configural approach has been adopted to study the multidimensional nature of commitment (Sinclair et al. 2005, Dello Russo et al., 2013) to distinguish different profiles based on the combination of continuance and affective commitment. The aim of this study is to apply this approach to identify commitment profiles among temporary workers, considering also their dual commitment (to the organization and the agency).

*Design/Methodology:* A sample of 7225 workers from 17 agencies completed an on line survey measuring commitment, job insecurity, exhaustion, job satisfaction and turnover intentions. Cluster analysis was used to identify commitment profiles and Anova to explore the differences among identified groups.

*Results:* 5 different profiles were identified: allied (N=2970), attached (440), devoted (2002), free agents (840) and trapped (N=973), partly confirming previous studies. The trapped and free agents profiles reported higher job insecurity, exhaustion and turnover intentions, whereas the attached and devoted profiles reported higher job satisfaction. The five groups showed differences also among socio-demographical characteristics.

*Limitations:* The cross-sectional nature of the study and the lack of objective outcomes.

*Research/Practical Implications:* By recognizing the different types of relationship among worker, agency and organization, it is possible to differentiate motivational interventions.

*Originality/Value:* To our knowledge this is the first study that adopted the configural approach to study commitment profiles of temporary workers including the dual commitment concept.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**The aging workforce and retirement**

Fr-OR-S93-1

**I-deals and motivation to continue working: A contextualized perspective**

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**Content:**

**Purpose** There is increasing evidence that a more individualized approach is needed to enhance employees' motivations to continue working (MCW) beyond retirement. Idiosyncratic deals may elicit such motivations, yet we know little about how this process unfolds, and its contextual embeddedness. While previous research has argued that context is important for i-deals and MCW, there is actually very little known about the wider context, such as how the city in which a worker is employed affects these relationships. Hence, the aim of this paper is two-fold: First, to investigate the process through which i-deals relate to MCW, and second the role of regional context in these relationships.

**Design/Methodology** To test these assumptions, we analyse survey data of teachers (N = 1100) throughout the Netherlands. We investigate two contextual variables: child population growth and regional unemployment.

**Results** Hypothesis were partly supported by showing that child population growth enhances the positive relationships of i-deals with outcomes, while in the context of high unemployment development activities are more strongly related to outcomes. This shows that local economic factors have a crucial role in determining the effectiveness of i-deals and professional development towards MCW.

**Limitations** It remains to be tested how much our results generalize to other work environments.

**Research/Practical Implications** These results imply that i-deals and outcomes are affected by contextual factors such as regional development and unemployment.

**Originality/Value** The study is one of the first that looks at the embeddedness of i-deals by looking at urban developments and regional unemployment rates.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Labor market issues**

**The aging workforce and retirement**

Fr-OR-S93-2

**Work longer and stay engaged: The effects of workability and stereotypes**

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**Content: Purpose.** The postponement of mandatory retirement due to increased elderly population drove organizations to find ways in order to maintain the desire and interest to stay at work. Accordingly, the aim of this study is to enhance knowledge concerning the role played by personal resources (i.e., workability) and contextual factors (i.e., stereotypes concerning adaptability of older workers) in influencing desired retirement and work engagement in older workers.

**Design/Methodology:** Data were collected in two times through questionnaires in a sample of 595 older workers working in a public organization in Italy. Specifically, workability, stereotypes on adaptability and desired retirement have been measured at T1, while work engagement has been measured at T2 (one year later). Using the Preacher and Hayes approach, a moderated mediation analysis has been performed controlling for age, health, planned retirement, tenure and job position.

**Results.** Older workers with high levels of workability combined with low levels of perceived stereotypes about adaptability report higher desired retirement age compared to their colleagues with higher levels of stereotype on adaptability. Furthermore, desired retirement mediates the relationship between workability and engagement.

**Limitations:** The mediator has been measured at T1, furthermore participants belong to the same organization of the public sector.

**Research/Practical Implications.** This study suggests how to help older workers to postpone the retirement, and keep them engaged at work.

**Originality/Value:** Our work shows the interplay between individual and contextual factors in supporting a longer and engaged work life.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***The aging workforce and retirement***

Th-OR-S39-3

**Trajectories of depression around old age retirement in Swedish women and men**

A. Nyberg\*, P. Peristera, L. L. Magnusson Hanson, H. Westerlund

**Content:** Purpose

The objectives of the present study were to identify trajectories of depression around old age retirement and to examine if socioeconomic status predicted trajectory group membership in Swedish women and men.

**Methodology**

Data were derived from the Swedish Longitudinal Occupational Survey of Health (SLOSH), a nationally representative cohort of the Swedish working population, which comprised 1771 men and 1975 women. Group-based trajectory modelling (GBTM) was used to identify distinctive groups of individuals with similar developmental trajectories six years before to six years after retirement, and to examine whether various measures of socioeconomic status predicted the development among women and men.

**Results**

Three larger trajectories of depression were identified for both genders. The first trajectory showed a low and decreasing level of depression. The second group had a higher depression score six years before retirement and it decreased until two years after retirement and then increased somewhat again. For the last trajectory groups, representing 8% of women and 6% of men the results differed between genders. While a high decreasing trend was seen among women, a moderate increasing trend in depression symptoms was seen among men. Among women higher education and lower subjective social status predicted membership in higher depression score groups and lower education and lower subjective social status did among men.

**Limitations**

Sample size restricted the possibility to investigate predictors of group membership in smaller trajectory groups.

**Practical implications**

Knowledge about trajectories of depression around retirement in different socioeconomic groups may support decisions regarding interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***The aging workforce and retirement***

Th-OR-S41-1

**Retirement and work values. An analysis of work values characterizing postretirement activities**

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**Content: Purpose**

Long life expectancy and work continuity after retirement are common phenomena in industrialized countries. Understanding the values and needs of retirees still involved in labour market or volunteer activities could improve knowledge about vocational ageing. The present work investigates elderly's work-related values and their factorial structure.

**Design/Methodology**

A sample of 533 Italian active retirees was administered a questionnaire comprehending the Work Values Scale (WIS). Both confirmatory and exploratory factor analyses were used to test and investigate the relations between the work values characterizing individuals in retirement.

**Results**

Data analysis revealed that people in retirement do not conform to previously hypothesized models of work values; in particular they show a strong interest towards "altruism" and a reduced interest towards more material values. Nevertheless, a five-factors underlying structure can still be detected that align values along dimensions of "independence", "individual social interaction", "contextual social interaction", "professional rewards", and "self-determination".

**Limitations**

This work focuses on North Italian participants

**Research/Practical Implications**

This research could stimulate studies based on work values within the life span paradigm (from full-time job to post-retirement work)

**Originality/Value**

Work values are especially studied in work field yet few studies applied the WIS questionnaire to active retirees. This contribute could help to understand both activities and choices made by elderly during pension

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***The aging workforce and retirement***

Th-OR-S41-2

**Fit to retire? Choosing the right retirement preparation strategies.**

D. S. Fitzgerald\*

**Content:** Purpose:

This research sought to apply theories of regulatory focus and regulatory fit (Higgins, 1997, 2000) to the relationship between employees chronic motivational orientations and how they pursue retirement preparation strategies and the influence of these strategies on pre-retirement anxiety and affect.

**Design/Methodology:**

One qualitative and two quantitative studies were conducted. In Study 1 (Qualitative, supraliminal questionnaire, N:433), a set of approach and avoidance strategies are elicited. Study 2 (N: 236) and Study 3 (N:294) tested these strategies as moderators of the relationship between an individual's chronic regulatory orientation (measured by General Regulatory Focus Measure Strength) and their pre-retirement anxiety (Social Components of Retirement Anxiety Scale) and positive and negative affect (measured by PANAS).

**Results:**

Results showed a distinction between Approach and Avoidance retirement preparation strategies. Results also demonstrate that a "fit" versus a "non-fit" between chronic orientation and the type of strategies pursued explained significant variance in pre-retirement anxiety and positive and negative affect.

**Limitations:**

The sample for all three studies was from the public sector which have particular pension arrangements and less ambiguity regarding retirement age. The taxonomy of strategies elicited was limited to five areas and these were subjected to limited testing

**Research/Practical Implications.**

This research has implications for retirement practitioners and counsellors as it presents a deeper understanding of the impact of pursuing particular types of strategies a point that HR departments might consider when preparing staff for retirement.

**Originality/Value**

This research brought together the retirement preparation and regulatory focus theoretical approaches for the first time.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**The aging workforce and retirement**

Fr-OR-S93-3

**What predicts older workers' retirement preferences and actual retirement age? Findings from a Swedish cohort study**

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**Content: Purpose**

One key dimension in the retirement decision-making process is preferred retirement age, but few studies have explored what predicts preferred as compared to actual retirement age. This study aimed at investigating individual, work and organizational-related factors associated with older workers' (1) preferred retirement age and (2) timing of actual retirement.

**Design/Methodology**

Data came from a Swedish representative longitudinal sample and consisted of 4164 workers aged 50+ in 2010 (T1), of which 967 were retired in 2014 (T2). Multinomial logistic regression analyses were conducted to investigate predictors for preferred and actual age of retirement.

**Results**

Preliminary analyses suggest that preference for early retirement was related to living with a partner, higher levels of emotional exhaustion, problems at work due to age, while preference for late retirement was related to better health, organizational openness for post-retirement work and positive career outlook, among other factors. Preferred and actual retirement ages were strongly associated. With regard to actual retirement timing, having a positive career outlook at T1 reduced the probability of early retirement. Good health and the possibility of making use of one's accumulated knowledge at work at T1 increased the probability of late retirement.

**Limitations**

This study relies exclusively on self-report measures.

**Research/Practical Implications**

Results reveal the importance of (1) good health and (2) organizational strategies facilitating prolonged employment. This provides important insights for policy-makers and organizations wishing to retain older workers.

**Originality/Value**

This study is one of few longitudinal studies on predictors of preferred and actual retirement age.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***The aging workforce and retirement***

Fr-OR-S93-4

#### **The impact of changes in retirement age on work motives: the role of occupational future time perspective.**

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<sup>1</sup>Université Catholique de Louvain, Louvain-la-Neuve, Belgium

#### **Content: Purpose**

Consequently to demographic changes in Western countries, public policies have begun to rise the official age for retirement. On the basis of socio-emotional selectivity theory, this study aims to examine the impact of these changes in retirement age on work motives, through occupational future time perspective (OFTP).

#### **Design/Methodology**

Data were provided online by 64 teachers (60.7% of women, mean age = 43.54 years, SD = 11.67) in Belgian secondary schools. Changes in retirement age were experimentally induced in two conditions (short-term retirement vs. non-mandatory retirement). OFTP, developmental and socioemotional motives were measured with scales adapted from Zacher & Frese (2009), Kooij & Van De Voorde (2011), and Yeung, Fung, & Chan (2013), respectively.

#### **Results**

Participants in the non-mandatory retirement condition have higher levels of developmental motives than participants in the short-term retirement condition, and this effect was mediated by increased OFTP. As respect with socioemotional motives, the interaction with age revealed that only older workers (45+) have higher socioemotional motives towards colleagues in the short-term retirement condition, but this effect was not mediated by OFTP.

#### **Limitations**

We did not include measures of mood, which prevents us to control for its potential effect.

#### **Research/Practical Implications**

This study highlights the importance of investigating the effects of employment policies related to retirement age, since they may influence work motives. Future research should better understand the role of OFTP as a mediator.

#### **Originality/Value**

To our knowledge, no study has manipulated time horizons in the workplace, and investigated its effects on work motives.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***The aging workforce and retirement***

Fr-OR-S69-3

**Does Workplace flexibility help to retain older workers beyond retirement-age? A study in the knowledge-intensive sector in Switzerland**

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**Content:** Demographic change and workplace flexibility describe two megatrends that need to be faced by society, economy and workforce. Older workers are increasingly seen as a valuable part of the work force and workplace flexibility might be a key to attract and retain them until and beyond the retirement age. However, studies that compare older employees' needs during their (pre-)retirement phase to companies' demands for flexibility rarely exist. Building on the different forms of flexibility defined by Reilly (1998), we distinguish four different forms of flexibility. Beyond the more researched forms of temporal and locational flexibility, we also examine flexible arrangements in terms of tasks and contracts of employment.

Our procedure was three-fold: First, we conducted expert interviews (n=18) with employer representatives, professional associations, employment agencies and researchers. Second, we interviewed employees shortly before and beyond retirement age (n = 20). All interviews were content-analytically evaluated and validated in two round tables with interview partners. Third, an online survey was sent to companies in Switzerland asking for their experiences with workplace flexibility for the older workforce.

Our analyses deal with the questions whether the flexibility needs of the older workers match the demands of the companies and their respective flexibility offers. Furthermore, we analyze barriers that hinder the offer or use of different flexibility forms.

As we chose the qualitative approach, it remains to be tested which needs for flexibility are most prevalent. Besides, since we focus on the knowledge-intensive sector, it is yet to investigate whether our results can be generalized to other sectors.

This study offers several theoretical and practical implications. It provides a comprehensive overview on the different forms of flexibility and their use. Besides, it outlines possible approaches for organizations how to design their work in terms of different forms of flexibility to keep older workers economically active until or even beyond their retirement age. Therefore, our results contribute to an urging problem of the Swiss labor market.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***The aging workforce and retirement***

Th-OR-S41-3

#### **The Influence of Multiple Social Identities on Positive and Negative Beliefs about Older Workers**

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#### **Content: Purpose**

The aging of the global workforce poses economic challenges to already strained national budgets and has led several countries to rethink mandatory retirement ages and encourage the employment of older workers. Unfortunately, stereotypes about older workers persist and potentially contribute to bias against older workers and job applicants. Drawing from social identity theory and role theory, we examined how multiple social identities and their intersectionality influence key variables that are relevant to the treatment of older workers. These variables include the age at which an individual becomes an older worker and characteristics attributed to older workers.

#### **Methodology**

Working adults ( $N = 417$ ) completed a survey that included measures of positive and negative beliefs about older workers and the perceived boundary of the “older worker” age category. Participants were classified into multiple social identity groups based on gender, race, and membership in their self-defined category of older worker.

#### **Results**

In a series of moderated multiple regression analyses, we found evidence that multiple social identities and their interactions accounted for significant variance in our key outcome variables.

#### **Limitations**

Limitations include a skewed age distribution sample and reliance on cross-sectional self-report data.

#### **Research Implications**

We found that multiple social identities influenced endorsement of beliefs that put older workers at risk of biased treatment. We recommend combining social identity and role theories to better understand the processes contributing to differential treatment of older workers.

#### **Value**

Results from this study demonstrate how social identities and their intersections contribute to biased beliefs about older workers.

**Disclosure of Interest:** G. Petery Conflict with: NIOSH Grant #T01-OH08610 , J. Barnes-Farrell: None Declared

**Keywords:** None



***Labor market issues***

***The aging workforce and retirement***

Fr-OR-S69-2

**How can organizations facilitate longer working lives for employees: a systematic review**

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**Content:** Pressured by demographic and societal trends governments have taken measures to stimulate employees to work longer (OECD, 2015). This challenges organizations to develop and implement measures to extend the working lives of their employees in a way that ensures their enduring work ability and motivation (Kanfer & Ackerman, 2004; Kooij, 2015; Phillips & Siu, 2012). The aim of this paper is to identify Human Resource (HR) practices that organizations can use to extend the working lives of employees in a sustainable manner to stimulate evidence-based practice. To our knowledge this is the first systematic review in which the effect of HR practices on outcomes related to the lengthening of working lives is examined.

A systematic review was conducted in which 76 peer-reviewed empirical articles were identified that concerned the influence of organizations on the ability and motivation of employees to (continue) work(ing). Preliminary results showed that offering formal and informal learning opportunities and lowering job demands (especially physical work load) had a positive effect on outcomes related to extending working lives in a sustainable manner. Mixed findings were reported for the effectiveness of health promotion.

This article gives directions for HR practitioners on what type of interventions could be used to lengthen working lives in a sustainable manner. A wide range of outcome measures related to lengthening work lives were used in the studies that were selected. In order to allow for a better comparison between studies a limited set of most important measurement outcomes should be used in future studies.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**The aging workforce and retirement**

Fr-OR-S69-1

**How do resources influence well-being in retirement?**

J. A. McCarthy\*, N. Heraty, K. Murphy, G. Fisher, M. Hanscom, C. Willis, D. Chaffee, J. Cleveland

**Content:** Purpose: Drawing on earlier psychological research examining the impact of people's resources on their well-being, Wang, Henkens and van Solinge (2011) advanced a resource-based dynamic model for retirement adjustment. Our study empirically tests this model. In particular, we examine the roles of cognitive, social, emotional and financial resources on physical and psychological well-being as individuals approach retirement.

Methodology: The data analysed in this study draws on 2215 respondents from the Irish Longitudinal Study on Aging (TILDA). To date, two waves of data collection have been completed. We examined resources (social, motivational, cognitive, and financial) measured at Wave 1 to predict physical and psychological well-being measured at Wave 2.

Results: Structural equation models confirm the relevance of the resources posited in this model; these resources were found to account for 11.3% of the variance in well-being. Cognitive, financial and emotional resources had significant direct and indirect effects on well-being.

Research/Practical Implications: Our results can be used by those who design interventions aimed at facilitating retirement planning and adjustment; they may help to identify those at increased risk of maladjustment, and retiree poverty.

Originality/Value: This the first study to empirically examine the full six-factor resource-based dynamic model of retirement adjustment (Wang et al., 2011) in a large, representative sample. Our findings contribute to the expanding theoretical work on the utility of personal resources in understanding patterns of well-being in retirement.

**References:**

Wang, M., Henkens, K., & van Solinge, H. (2011). Retirement adjustment: A review of theoretical and empirical advancements. *American Psychologist*, 66, 204-213.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***The aging workforce and retirement***

Fr-OR-S69-4

#### **Eligibility of German work analysis inventories to measure age-related workplace characteristics**

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#### **Content:**

##### Purpose

Demographic change in Germany forces workers to stay longer in their jobs. At the same time, a lot of older job incumbents leave their jobs due to health-related issues and/or working conditions that fail to meet their needs and performance requirements. Job and work design that rectifies this deficit should have far-reaching positive consequences for employees, organizations, and society. In order to do so, workplace characteristics that are crucial for older job holders need to be known and measurable.

##### Design/Methodology

An exhaustive literature search was conducted to compile a checklist of all relevant characteristics. Subsequently, a number of well-established work analysis inventories (WDQ, ISTA, SALSA, RHIA/VERA, JDS, TBS) was inspected in terms of whether they provide measures for these characteristics.

##### Results

We developed a taxonomy of 13 age-related workplace characteristics out of four categories: work organization (e.g., interruptions), work task (e.g., autonomy), work environment (e.g., lighting), and social relations. With some individual weaknesses, the reviewed inventories adequately measure the identified characteristics. Reciprocal supplementation of scales/items of the inventories could be an economical remedy for those weaknesses.

##### Limitations

The reviewed instruments are mostly available in German only.

##### Research/Practical Implications

With this taxonomy and analyses at hand, work analysis and consequentially, work design, can be specifically tailored to the needs of older job incumbents. In the long run, this should reduce the numbers of premature withdrawals from the labor force.

##### Originality/Value

To our knowledge, this study is the first that created a taxonomy of age-related workplace characteristics and analyzed work analysis inventories regarding their suitability in measuring those.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Technology, work-design and human-machine-systems***

***The digital environment***

Fr-OR-S80-3

**Digital Pressure and Positive Work Engagement: The reasons behind Extended Availability**

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<sup>1</sup>Public Health, Health Services Research and HTA, <sup>2</sup>Biomedical Computer Science and Mechatronics, UMIT, Hall in Tirol, Austria

**Content:** Purpose: Spatial and temporal boundaries for work fade due to communication and information technologies (BITKOM, 2014). Availability for work issues during off-time increases (American Psychological Association, 2013), leading to health risks (Derks et al., 2014). The types of tasks performed, the scope of extended availability (EA) and the reasons behind are not always clear, plus are expected to differ depending on the hierarchical level (Sonntag et al., 2012).

**Design:** Responding to a questionnaire and a diary study (one week), 70 out of 173 executives from three organizations participated. 45 questionnaires and 205 diary entries could be linked and analyzed statistically. Currently, the study is replicated at a university.

**Results:** On average, the respondents worked 46 hours per week and were available for 37.2 minutes per day during off-time. Overtime at the workplace and at home are significantly related ( $p: 0.019$ ). Psychological detachment deteriorates with EA ( $p: 0.016$ ). EA increases with higher positions and is mostly due to sense of responsibility and time pressure, but reasons differ depending on weekday and types of tasks performed.

**Limitations:** Our data is self-reported and does not include rumination. There may be a self-selection bias. Some respondents did not complete both elements of the design.

**Implications:** Those who already work overtime are more likely to continue at home and need interventions reducing their workload.

**Originality/Value:** Besides showing a significant relationship between overtime at the workplace and at home, we add to a better understanding of EA by measuring it with a wide variety of dimensions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Training and development*

Th-OR-S48-1

## **The Role of (Transformational) Leadership in Peer Mentoring: Evidence from a Field Study and an Online Experiment**

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<sup>1</sup>LMU Center for Leadership and People Management, LMU Munich, Munich, Germany

### **Content: Purpose**

Mentor transformational leadership behavior has been reported to enhance mentoring success in business settings. However, positive effects of transformational leadership have not been explored in contexts where mentors do not assume leadership responsibilities as part of their professional role. Furthermore, previous studies have mostly been cross-sectional and did not empirically test the directionality of the association between mentor leadership behavior and protégé outcomes. To address these research gaps, we conducted two studies to investigate the role of mentor transformational leadership in predicting several indicators of protégé-rated relational quality in a formal peer mentoring setting.

### **Design/Methodology**

In Study 1 we assessed both self- and other-ratings of mentor transformational leadership in a sample of 83 matched mentoring dyads. In Study 2 participants ( $N = 306$ ) were randomly assigned to one of three mentor vignettes representing different leadership styles.

### **Results**

In Study 1 we found that relational quality was rated more favorably in dyads with mentors who underestimated their display of leadership behavior. However, we did not find differences in relational quality between in-agreement/good and in-agreement/poor dyads. In Study 2 the transformational mentor profile received the highest ratings of expected relational quality, followed by the transactional profile, whereas the laissez-faire profile was rated lowest.

### **Limitations**

We only assessed protégé-ratings of relational outcomes. Future research may include mentors' perceptions as well.

### **Research/Practical Implications**

Our findings indicate that transformational leadership behavior is an important quality for peer mentors. This should be reflected in mentoring trainings that prepare formal mentors for their role.

### **Originality/Value**

Our research integrates knowledge from different mentoring contexts by demonstrating that findings on the role of mentor transformational leadership can be transferred to a peer mentoring setting. Furthermore, the longitudinal and experimental design of our studies enabled us to clarify causal directions.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Training and development**

Th-OR-S48-2

## **THE ROLE OF TRAINING WITHIN ORGANIZATIONS: AN ORGANIZATIONAL CULTURE PERSPECTIVE**

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**Content:** Training represents one of the main priorities of working policies, because of the importance of employees continuously updating their professional competences. Moreover, training allows employees to acquire new skills, improve existing ones, perform better, with a positive impact on organizational development and productivity. Considering these factors, the general aim of this research is to provide a better understanding of training within organizations as a stimulus to foster human resource development. At first possible constructs are identified to understand the role of training and learning in organizational dynamics. Although in the literature there are a lot of constructs related to this topic (e.g. organizational learning, learning culture, training climate), there is no clear and shared theoretical framework about it. Through this research the construct of “*Training Culture*” measured with a tool for the analysis of a set of variables is introduced, to understand how training is considered within organizations by management and employees. This classification will be useful to implement specific training programs and to analyze the effect of these dimensions on the effectiveness of training.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Training and development***

Sa-OR-S123-3

**Learning and staff professional development: Axis for governmental innovation**

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**Content:** Innovations in organizations, especially in the public sector, can be implemented only if the people involved consider them as needed, wanted and reachable. Furthermore, the mobilization towards change would be attained if the human resources have the competencies- knowledge, skills and values- to achieve the level of performance required for the innovations. This presentation is intended to share how the Puerto Rico Department of Treasury (PRDT) has inserted the equation *training-learning-innovation* in its transformative program focused on the provision of quality services for the citizens and to achieve the economic solvency of the public finances. The complexity to attain both goals proposes a challenge for the PRDT. As one of the strategies, we will point out the design of the Institute for Professional Training and Development for the 2,537 employees of the Department. A comprehensive needs assessment was conducted within the diversity of divisions of the PRDT. The results of the needs assessment and the projections for the sustainability of the Institute will be shared. PRDT is one of the few governmental agencies allocating resources for the systematic training of its employees. The value added of this initiative lies in the formation of a cadre of internal and external resources, experts in content and processes, who will be in charge of training. Also, the PRDT is building a strong alliance with the academy (University of Puerto Rico) to keep the Institute updated and responsive to the learning needs of their employment body, confronting uncertainty and a demanding fiscal/political environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Transformational Teaching and Personnel Development:**

**How Trainers Foster Transfer**

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**Content:**

**Purpose**

The purpose of this paper is to introduce transformational teaching as an innovative theoretical approach to explore the influence of trainer characteristics on positive training outcomes. In line with two theoretical frameworks, transformational leadership theory (Bass, 1985) and social learning theory (Bandura, 1977), we analyzed the positive effects of transformational teaching on short and long-term training transfer evaluating reaction, learning, and behavioral outcomes.

**Design/Methodology**

Results are based on a sample of 507 trainees from 46 trainings at three points of measurement.

**Results**

Using structural equation modeling with MPlus, we found that transformational teaching was positively related to motivation to transfer as well as actual short and long-term training transfer. The positive relation between transformational teaching and short-term training evaluation was mediated by role modeling and trainers' credibility. Yet, motivation to transfer did not mediate the positive relation between transformational teaching and long-term training transfer. Explorative analyses showed a positive relation for transformational teaching on long-term knowledge acquisition, above and beyond prior knowledge.

**Limitations**

Limitations have to be considered regarding our research design as we only included one source to assess all measures and did not evaluate organizational outcomes.

**Research/Practical Implications**

Our results suggest trainer characteristics as one important source of training transfer, contributing to transfer literature. Furthermore, trainers and organizations should be sensitized and conscious about the important role of the trainer within the transfer process.

**Value**

We found first evidence indicating how trainers can foster transfer introducing transformational teaching and social learning theory as suitable framework.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Training and development*

Sa-OR-S123-1

**The role of age-related variables in workplace learning motivation for formal and informal learning activities**

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<sup>1</sup>Université Catholique De Louvain, Louvain-la-Neuve, Belgium, <sup>2</sup>Maastricht University, Maastricht, Netherlands

**Content:** The present study examines if workplace learning motivation for formal and for informal learning activities is conceptually distinguishable. It also investigates whether age-related variables are predictors of workplace learning motivation. We especially focus on the relation between chronological age, subjective age, occupational future time perspective and workplace learning motivation in both formal as well as in informal learning activities. Based on a sample of 668 Belgian workers, we realized SEM analysis in R. Results show a difference between workplace learning motivation for formal and for informal learning activities. No significant relationship is found between chronological age, constrained perceived remaining time and workplace learning motivation. Subjective age predicts negatively learning value for formal and informal learning activities. And focus on opportunities predicts positively learning self-efficacy for formal and informal learning activities as well as learning value for formal activities. Chronological age, neither constrained perceived remaining time had no effect on workplace learning motivation. Practical implications are discussed. Keywords : Workplace learning motivation, Chronological Age, Subjective Age, Occupational Future Time Perspective, Ageing Workforce.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Training and development*

Sa-OR-S123-2

**Learning Outcomes of Game-Based Training Simulations:  
A Review of the History and Current Trends of Gaming**

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<sup>1</sup>Psychology, Colorado State University, Fort Collins, United States, <sup>2</sup>Personnel Management, Work and Organizational Psychology, Ghent University, Ghent, Belgium

**Content: Purpose.** Wide inconsistencies on whether game-based training improves learning outcomes beyond traditional training formats have gone unresolved by previous meta-analyses. We investigated game-based training using a taxonomy of nine game characteristics (Bedwell et al., 2012). Through this lens we clarify the relationships between these characteristics and four learning outcomes (declarative, procedural, behavioral, affective), shedding light on long-standing inconsistencies from the research.

**Design/Methodology.** Articles were gathered over a two-year process that included searching research databases, contacting researchers, and reviewing article references. Articles that met the inclusion criteria were reviewed and coded by two or more researchers. Articles were coded for research design details, learning outcomes, and potential moderators including the nine game characteristics. Research propositions were tested using the Hunter-Schmidt meta-analysis program (Schmidt & Le, 2014).

**Findings.** Our findings demonstrate that the nine game characteristics influence the four learning outcomes differently, e.g., moderating the training format and learning outcomes relationship. Our presentation will include a review of these findings.

**Limitations.** Lack of reporting in the reviewed articles and using human judgment likely added error to our study. Several methods were used (e.g., calibration, duplicate reviewers) to mitigate these concerns.

**Implications.** Our results benefit organizations who seek research-based direction on implementing game-like technology and researchers who seek clarity on previous research discrepancies. Our unique approach to distinguishing “pure” from “mixed” games has helped shed light on these differences.

**Originality/Value.** This study is the first to use a game characteristic taxonomy to categorize and study the available research on game-based-training using meta-analytic techniques.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Training and development**

Sa-OR-S123-4

**Development and validation of a measurement of work-related learning**

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<sup>1</sup>KU Leuven, 3000, Belgium

**Content:** *Purpose.* Work-related learning involves all formal and informal learning activities (future) employees engage in in relation to their work. This implies that work-related learning not only applies to those employed, but also to (nearly) graduates and unemployed job seekers. Additionally, prior research has shown that similar learning processes occur across different occupations. However, most measurements of work-related learning are context dependent as they focus on a certain population/occupation. Therefore, the aim is to develop and validate a measure of work-related learning that is widely applicable.

*Design/Methodology.* First, we did a comprehensive literature review to gather all measurement items on work-related learning. These items were then adjusted to make them relevant across different populations and occupations. Finally, a qualitative pilot study was performed to further complete the questionnaire and to remove possible ambiguities. The dataset will be randomly divided into two subsets to perform EFA and CFA. Also the measurement invariance, the internal consistencies and the convergent, discriminant, and predictive validity of the instrument will be tested.

*Results.* Data is currently being collected among final year students, low- and high-skilled employees and unemployed job seekers. Preliminary results (EFA; N = 236) show a three-factor solution: (1) formal work-related learning, (2) informal work-related learning, and (3) specific “multimedia” informal work-related learning.

*Limitations.* Self-reported data.

*Implications.* This measurement makes it possible to compare across different populations and occupations.

*Value.* The measurement can be a starting point for creating a general model of work-related learning as this is currently missing within the research domain.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Training and development***

Th-OR-S55-3

## **The development of situational judgment tests as a training evaluation tool**

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### **Content: Purpose**

It is important for organizations to justify training investments using more evaluation tools than assessing trainees' reactions. Situational Judgments Tests are defined as simulations designed to assess preferences for appropriate behaviors in a work situation (Weekley & Ployhart, 2006). This study discusses the use of SJTs in a training context and presents the development of SJTs as a way of evaluating learning transfer.

### **Design/ Methodology**

Two subject experts developed 18 SJTs to assess interpersonal skills namely task and relational coordination. These scenarios were validated using Q-methodology (Schriesheim, Powers, Scandura, Gardiner, & Lankau, 1993). Then, the SJTs were administered twice (pro and post training) to 350 blue collar retailing employees participating in a training on interpersonal skills development.

### **Results**

The validation process resulted in 11 SJTS measuring both task and relational coordination. Preliminary results from the two wave data collection will be discussed.

### **Limitations**

Learning transfer in the workplace is affected by other factors such as supervisory support which wasn't measured as part of the current study.

### **Research/ Practical implications**

SJTs can be informative to practitioners since they can be used as part of the training evaluation. Research could benefit from the first evidence on SJTs' psychometric properties used as training evaluation tools.

### **Originality/ Value**

To the best of our knowledge, this is one of the very few studies aiming at establishing validity and reliability of SJTs used as evaluation tool of learning transfer in the work place.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Trust***

Fr-OR-S94-2

#### **How to Develop Trust in Negotiations: The Influence of Negotiations' Time Horizon**

M. Nieto-Guerrero <sup>1,\*</sup>, J. M. Leon-Perez <sup>2</sup>

<sup>1</sup>Social Psychology, Universidad Complutense de Madrid, Madrid, <sup>2</sup>Social Psychology, Universidad Sevilla, Sevilla, Spain

**Content: Purpose:** How to develop interpersonal trust in negotiations has been a recurring research question in organizational psychology. According to construal-level theory (CLT: Trope & Liberman, 2003), people differently represent near vs. distant-future events (temporal construal processes), which determines their responses. On this basis, we examine how the negotiation's time horizon affects trust.

**Design:** Two experimental studies with a between-subjects design. MTurk workers answered a pre-task survey (control variables and trust propensity), were exposed to the experimental manipulation (time horizon: near-future vs. distant-future events), performed the negotiation simulation, and answered a post-task survey (trust). In Experiment 1, we directly manipulated negotiation's time horizon by indicating that the negotiation will take place "today" (n = 29) vs. "in three months" (n = 22). In Experiment 2, participants were told to generally describe their lives "tomorrow" (n = 32) vs. "in one year from now" (n = 33).

**Results:** Regression analysis using the macro "process" (model 1: Hayes, 2013) revealed that trust propensity was positively associated to interpersonal trust levels, and such relationship was stronger for near-future events when the negotiation's time horizon was directly manipulated (Experiment 1); whereas the opposite occurred in Experiment 2.

**Limitations:** It is difficult to generalize our results. Future studies should perform real negotiations and measure objective negotiation outcomes.

**Practical Implications:** Negotiation's time horizon is important to strategically prepare negotiations and trust the other party.

**Originality:** These contradictory findings open an interesting research venue for developing trust in negotiations, which is crucial in the negotiation process and outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Trust***

Fr-OR-S94-4

## **Determinants, Consequences, and Functions of Interpersonal Trust Within Organizations: What is the Empirical Evidence?**

D. L. Ferrin <sup>1,\*</sup>, S. C. Lu <sup>1</sup>

<sup>1</sup>Lee Kong Chian School of Business, Singapore Management University, Singapore, Singapore

### **Content:**

#### **\*Purpose**

We aim to answer the question, “What is known empirically regarding the determinants, consequences, and functions of interpersonal trust within organizations?” The existing literature is rich with insights, but is now so large that researchers and practitioners may find it difficult to comprehend.

#### **\*Design/Methodology**

To address this question, we identified the 15 scientific journals that we maintain are most likely to have published high-quality, double-blind peer-reviewed empirical studies of interpersonal trust within organizations from the early 1990s to the present. We then systematically searched those journals to identify all empirical articles on interpersonal trust within organizations.

#### **\*Results**

We analyze, organize, and summarize the findings of each article, including details of the conceptualization and empirical measures of trust, the referent of trust, and the specific determinants, outcomes, and/or functions (moderation vs. mediation) studied.

#### **\*Limitations**

Our review emphasizes the assessment of empirical findings rather than the development and validation of a conceptual model. This sets it apart from existing reviews of the literature, which have aimed to produce conceptual frameworks informed by the empirical literature.

#### **\*Research/Practical Implications**

While conceptual frameworks presented in prior reviews are invaluable, we believe that researchers and practitioners are also likely to benefit from a review of the empirical evidence on trust. Such evidence is critically valuable for guiding the design of future scientific trust studies and also the design of organizational trust interventions.

#### **\*Originality/Value**

Our review summarizes the empirical evidence in a form that is systematically representative, comprehensive, detailed, and also presently unavailable in the literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Trust***

Fr-OR-S94-1

## **Proactive-Trust Asymmetries and Affect: A Social Identity Perspective**

A. Grazi\*

### **Content:**

Recent research has indicated that perceived similarity between workers and their managers influence a number of workplace processes and performance (Li & Thatcher, 2015). Based on this research, the present study sought to assess the influence of “proactive behaviour asymmetries” between workers and managers on their trust relations. It also attempted to understand how the resulting trust between the dyad influences their affective relations. Using Social Identity Theory (Tajfel, 1982) as an explanatory framework the research sought to establish that a) dyads who view each other as being similar are more likely to trust each other compared to dyads who view each other as being different ; b) dyads who trust each other are more likely to experience positive emotions towards each other compared to dyads who trust each other less.

Employing a series of specially designed vignettes, 329 Irish students responded to a 15 minute online survey. Results supported both hypothesis suggesting that perceptions of similarity within the dyad is positively related to trust and positive affect; whereas perception of being different was negatively related to trust and to positive affect.

The research extends the contention that social identity matching plays an important role in trust development and that social exchange is not the only factor at play in reciprocal relations at work. Furthermore, social identity theory suggests that perceptions of similarity also elicits positive emotions which leads to employee productivity (Greenberg & Edwards, 2009). Repercussions for managers and leaders are expand and several lines of future research are identified.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Turnover***

Th-OR-S30-4

## **Early Career Teacher Attrition Dynamics: A Multilevel Analysis**

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### **Content: Purpose**

This study adopts a multilevel lens to examine early career (teacher) attrition. Prior research focuses on individuals' perceptions of the work environment, without explicitly taking objective measures of the complexity of work environments into account. Therefore, we examine the time-to-attrition of newly qualified teachers from a dynamic (i.e., time-variant) and integrated (i.e., distributed across multiple schools) perspective.

### **Design/ Methodology**

Our sample includes 12 914 newly qualified teachers who entered the teaching profession between 2008 and 2012. Data was obtained using linked administrative databases provided by the Flemish department of Education and Training. Time-to-attrition was analyzed using Cox Proportional Hazard modelling including time-dependent effects and complex multiple-membership frailty terms.

### **Results**

The impact of the employment status and number of schools on attrition were found to increase over time, which might suggest that job security and the dispersion of assignments increasingly affect the probability of early attrition from the teaching profession.

### **Limitations**

Our sample did not include teachers combining or migrating between multiple levels of teaching (nursery, primary and secondary). Additionally, the databases only provided administrative information, excluding individuals' perceptions of their environment.

### **Research/Practical Implications**

To reduce early career teacher attrition, policy makers should focus more on the evolution of the work environment(s) over time. More specifically, the importance of job security increases drastically over time.

### **Originality/Value**

To our knowledge, this study is the first to explicitly include time-dependent effects and incorporate the complex work environment of starting teachers using frailty terms.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Labor market issues***

### ***Turnover***

Th-OR-S51-2

#### **Predicting voluntary employee turnover: the dynamic nature of the antecedents of turnover**

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**Content: Purpose:** Decisions to leave a job are affected by multiple factors, but the dynamic process that precedes turnover is still poorly understood. A limitation of previous research is that most studies have treated employee turnover as a static phenomenon, not taking into account the temporal dynamics of working life. The aim of this study is to examine how the predictors of voluntary turnover change prior to the actual turnover behaviour. **Methodology:** The data for this study is from the Household, Income, and Labour Dynamics in Australia (HILDA) survey. The longitudinal, repeat-measurement data are analysed using multilevel regression modelling, which can be used to model trajectories of job-related factors that precede employee turnover. The data are set so that each individual can contribute more than one person-observation in the dataset (one person-observation per annual measurement time). In the analyses, I take the exit from a job as the starting point and then determine backwards how the participants' job-related characteristics changed before they left their job. **Results:** Preliminary results show clear patterns of decreasing job satisfaction and several other work characteristics years before the exit from the job. **Limitations:** Generalization to other nationalities than Australian work-force might be limited. **Research/practical implications:** The trajectories will enhance turnover theory and improve accuracy in explaining why and how people leave their jobs, and when they make the decision. Improving prediction helps organizations to reduce avoidable and dysfunctional turnover, thereby enhancing employee wellbeing, increasing productivity, and decreasing unnecessary financial costs. **Originality/value:** There are only a few studies who have examined trajectories of antecedent of turnover, none of them with an extensive array of antecedents as in this study.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Turnover***

Th-OR-S51-3

**Factors Influencing Organizational Citizenship Behaviour in Malaysia: Information Technology Professionals and its Effects on Turnover Intentions**

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**Content:** Two aims were proposed for this study. The first aim was to investigate the relationships of work locus of control (WLOC), perceived organizational support (POS) and perceived supervisor support (PSS) on organization citizenship behavior (OCB) and turnover intentions. The second aim explored how OCB mediates the relationship between POS and turnover intentions and the relationship between PSS and turnover intentions. Malaysian I.T employees (N = 126) were recruited to participate for the study. Participants were secured through 2 Malaysian I.T companies specializing in I.T investments and solutions, supplemented by distribution of the measures through personal contacts. Five highly reliable scales were used to measure each of the variables, and they include short forms of the Work Locus of Control Scale, Scale of Perceived Organizational Support, Scale of Perceived Supervisor Support, Organizational Citizenship Behavior Checklist, and Turnover Intentions Questionnaire. Correlation analyses from the study found a positive correlation between POS and PSS on OCB, and a negative correlation between POS and PSS on turnover intentions. Mediation analyses further found that OCB partially mediated the relationship between POS, PSS and turnover intentions. No significant correlations were found for WLOC and turnover intentions. The implications of the study were that Malaysian I.T companies should focus on improving organizational and supervisor support in order to improve OCB and employee retention.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Turnover***

Th-OR-S51-1

## **Talent Retention in Academia -**

### **The Tangled Impact of Burnout and Marketability on Career Turnover Intentions**

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#### **Content:** Purpose

Workload in academia is high, and goes along with an increased likelihood of burnout symptoms. Considering the high turnover of faculty staff from the Ph.D. to the postdoc phase, the question is how burnout symptoms relate to career turnover. Maslach and colleagues (1996) defined one aspect of burnout as being doubtful about being able to perform. Henceforth, we assessed the intertwined impact of researchers' mental health and their marketability perceptions at their institute and scientific community on career turnover.

#### **Design/Methodology**

We verified our assumptions by means of a cross-lagged regression analysis in Mplus with three time points. The sample consists of 943 German researchers from diverse fields (e.g., STEM, social sciences, arts, humanities, economics).

#### **Results**

Results revealed that over time burnout symptoms decrease participants' marketability perception at their institute and within the community, which then results in higher turnover intentions.

#### **Limitations**

The sample consists of German researchers for which reason the generalizability to other contexts requires future attention. Moreover, data is gained through participants' self-reports.

#### **Research/Practical Implications**

The study contributes to the discussion about health-related career consequences for the modern information society. Are the ones leaving academia actually the ones that should or should not? Like in other sectors, the academic pipeline is not only losing faculty that is unfitted, but also the one that is resource-depleted.

#### **Originality/Value**

We assess the mechanism through which burnout relates to career turnover, and hence, contribute to research on the leaky pipeline in academia.

#### **References**

Maslach C., Jackson S. E., & Leiter, M. P. (1996). *Maslach Burnout Inventory Manual*. Palo Alto, CA: Consult. Psychol. Press. 3rd ed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Unemployment***

Th-OR-S42-3

**Ballymun Youth Guarantee Scheme Pilot: An Interagency Approach to Labour Activation**

J. McCafferty\*, N. Whelan, M. Creedon

**Content:**

**Purpose:**

The Ballymun Youth Guarantee Scheme (YGS) pilot aimed to address high levels of youth unemployment through the implementation of a range of evidence informed career guidance, education/training and work experience options.

**Design/Methodology:**

A labour market activation measure was tested with 750 young people aged 18-24, utilising an inter-agency approach. Implementation activities were coordinated by the Public Employment Services and enabled by the local and national interagency groups. An independent evaluation and a small qualitative study assessed perceptions, experiences and views.

**Results:**

Between Dec 2013-Dec 2014 the youth unemployment rate in Ballymun decreased by 29%, compared with a national decrease of 19%. The evaluation identified critical success components which were recommended for national scaling including inter-agency working, quality career guidance and employer engagement.

**Limitations:**

Due to the short time between the completion of the pilot and the evaluation, as well as the nature of the data collected and the research and evaluation design that was practicable within the context of the project, it is not possible to say that any decrease in youth unemployment in Ballymun can be directly (causally) attributed to the Ballymun YGS itself.

**Research/Practical Implications:**

In order to increase the employability of young unemployed people and support them into sustainable jobs, Government agencies, local organisations and employers should work together and adopt the good practice principles identified by the Ballymun YGS pilot.

**Originality/Value:**

The Ballymun YGS pilot was the only YGS pilot carried out in Ireland to inform the development and rollout of the national Youth Guarantee.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Unemployment***

Th-OR-S42-4

**Enhancing employability for the long-term unemployed through positive psychological Interventions: a randomised controlled trial**

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**Content: Purpose:** Ireland's labour market policy has undergone rapid change in the last decade with reform of the policy and its implementation, and a shift towards active labour market workfirst policy design. In terms of reducing unemployment, it is considered a success. However, long-term unemployment and jobless households remain high. While the link between unemployment and psychological distress has been well documented, for many individuals with weak skills, low self-esteem, and depleted social capital, their reemployment using this approach may add to their psychological distress. This study examines the effectiveness of a high support career guidance intervention in terms of improved well-being, quality work and sustainable careers.

**Design/Methodology:** A sample of 150 long-term unemployed individuals from a disadvantaged urban area were recruited to participate in a randomised controlled trial (RCT). The trial assessed the changes, for example, psychological well-being and hopefulness, that occurred as a result of participation in a high support intervention versus routinely available support.

**Results:** Mixed Model Repeated Measures was used to investigate effects at two between (intervention and control) and three within (pre-intervention, post-intervention and six-month follow-up) levels.

**Limitations:** The study was conducted in a rapidly changing labour market policy environment leaving the trial vulnerable to external influences.

**Research/Practical Implications:** Findings from this study could inform future labour market policy implementation and its impact in improving psychological well-being and ensuring sustainable employment.

**Originality/Value:** RCTs remain fairly uncommon in unemployment research. Their effectiveness in examining the impact of policy on the employability of the unemployed will be discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Unemployment***

Th-OR-S42-2

#### **A New Relationship to Unemployment? Its Impact on Subjective Well-Being**

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**Content:** Research has shown that work plays a central role in the development and maintenance of psychological health (Blustein, 2008; Jahoda, 1981, 1982, 1997). In the same vein, “traditional” literature has widely described the negative effects of unemployment on health and subjective well-being (McKee-Ryan, Song, Wanberg, & Kinicki, 2005; Paul & Moser, 2009). Nevertheless, in the global context of employment fragility and unemployment as a mass phenomenon, recent literature suggests changes in the way people view and experience unemployment (Clark, Knabe, & Rätzl, 2010; Galatzer-Levy, Bonnanno, & Mancini, 2010; Stam, Sieben, Verbakel, & de Graaf, 2015).

250 French people, 58.8% women ( $M_{age} = 38.5$ ;  $SD_{age} = 12.3$ ), unemployed either for 6 months or less (41.2%) or for more than 3 years (13.6%), completed the General Health Questionnaire (GHQ-12; Goldberg, 1972) and the Unemployment Normalisation Questionnaire (Pignault & Houssemand, 2013), which was broken down into two headings: What is your opinion about unemployment today? What is your experience with unemployment today?

Results showed that as perceptions of unemployment became more negative, perceived well-being went down, but when people had positive experiences when distancing themselves from work (funemployment), perceived health went up. Moreover, explaining one’s unemployment by evoking external factors (e.g., the economic crisis) was also positively correlated with perceived health. The communication will discuss the results of the study and its implications for unemployment guidance services and job-finding paths.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Employee Selection**

### **Validity of tests**

Fr-OR-S99-3

#### **How important are situations for the validity of written or video-based Situational Judgment Tests?**

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**Content: Purpose:** Situational Judgment Tests (SJTs) assess judgment in work settings by simulating work-related critical incidents through written or video-based descriptions. Recently, Krumm et al. (2015) challenged the traditional notion of SJTs as measures of context-dependent knowledge: They demonstrated that many SJT items can be solved even when situation descriptions are not presented. We currently do not know whether omitting situations impacts construct-related and criterion-related validity of SJTs.

**Design/Methodology:** We conducted two independent studies ( $n = 589$  and  $n = 302$ ). Across both studies, we administered three different SJTs (written or video-based) either with or without situation descriptions and inspected correlations with general mental ability, broad personality dimensions, emotional intelligence, and job performance criteria. Data were also analyzed along the lines of a multi-group path model.

**Results:** Across both studies, results indicate that construct-related and criterion-related validity of SJTs with versus without situation descriptions do not differ significantly. These findings generalize across written and video-based SJTs. Ancillary analyses showed that 40% to 88% of the items, yielded not significantly more correct answers when situations were given.

**Limitations:** Statistical power was rather low in one but not in the other study.

**Research/Practical Implications:** The current studies imply that omitting situations from SJTs does not pose a major threat to SJT validity. Practical guidelines in developing SJT items may reconsider effortful situation development through critical incidents.

**Originality/Value:** This research is original in that it follows new trends to experimentally validate tests. It furthermore adds to our understanding of the inner workings of SJTs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Employee Selection**

### **Validity of tests**

Fr-OR-S99-2

## **Measuring Dark Personality and Bright Personality for Work-related Purposes: Comparability and Distinctiveness**

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### **Content:** - Purpose

This study investigated the relationship between bright personality traits and dark personality traits for work-related assessments, both on the factor and facet levels.

#### - Design/Methodology

1628 participants who were assessed by a large Dutch consultancy company, completed both the dark personality questionnaire (HDS) and the bright personality questionnaire (G5R) online.

#### - Results

The dark personality dimensions of Colourful, Cautious, Diligent, Reserved, Excitable, and Bold could be well predicted from six bright personality dimensions, with large values of the adjusted  $R^2$  (.43, .40, .39, .27, .25, .20, respectively). The predictive power on the facet level was larger than that on the factor level, especially for Reserved and Leisurely. The bright personality dimensions of Extraversion, Self-presentation, Conscientiousness, and Emotional stability could be well predicted by the 11 dark personality traits, with large values of the adjusted  $R^2$ , varying from .33 to .52. For example, Conscientiousness was best predicted by Diligent ( $\beta = .54^{***}$ ) and Extraversion was best predicted by Colourful ( $\beta = .37^{***}$ ). Note that in both cases the traits had a positive relationship.

#### - Limitations

No work-related criteria were measured in the study.

#### - Research/Practical Implications

It is worthwhile to pay particular attention to unique dark personality traits which only weakly overlap with the bright personality traits (e.g., Dutiful, Leisurely, Skeptical), as they may show incremental validity for work-related criteria.

#### - Originality/Value

Dark and bright personality traits strongly overlap with each other.

**Key words:** dark personality, bright personality

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Well-being*

Th-OR-S21-1

### **Are Happy Teams more Productive Teams? A Systematic Review and Cluster Analysis**

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#### **Content:**

**Purpose:** The happy-productive worker hypothesis assumes that happy employees are better performers. Given the growing relevance of work teams in organizations, our main research question is whether happy teams are also productive teams. The purpose of the present study is three-fold. First, we review and synthesize previous research on the Happy-Productive thesis in the context of teams. Second, we study different operationalizations of well-being (hedonic and eudaimonic) and performance (members' vs. supervisors' ratings) in order to identify different patterns of teams. Finally, we aim at identifying work unit appraisal of membership and organizational characteristics that influence and differentiate the teams classified in each of the patterns.

**Design:** A systematic literature search identified 20 studies investigating the Happy-Productive relationship at the collective level of analysis. Also, we applied two-step cluster analyses (Chiu et al., 2001) and discriminant analyses to data from 192 teams.

**Results:** Cluster analyses reveal that three clusters emerge in each one of the six configurations of different operationalizations of well-being and performance. However, in some of these six configurations, the types of clusters vary depending on the operationalization of well-being and performance. Further, discriminant analyses indicated that job design (context- and task-related), employee-oriented HR practices, organizational justice, and psychological capital are the strongest predictors of the team belonging to different clusters.

**Research Implications:** Our results provide support to the Happy-productive thesis at the unit level, and suggest the existence of different types of teams.

**Originality:** To our knowledge this is the first systematic review of existing research on the Happy Productive hypothesis at the collective level. Overcoming some limitations of previous research, we considered both the hedonic and eudaimonic aspects of well-being, as well as different dimensions and sources of evaluation of performance.

**Disclosure of Interest:** E. García - Buades Conflict with: PSI2012-36557, J. M. Peiró Conflict with: PSI2012-36557, M. W. Kozusznik Conflict with: PSI2012-36557

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

Th-OR-S7-3

**Please, don't be afraid of laughing at work! The moderating role of gelotophobia between daily events and well-being**

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**Content: Purpose**

Gelotophobia is a subclinical form of social anxiety. It has been defined as the fear of being laughed at and implies differences in humor reception. Every day, employees have to face diverse (positive and negative) humorous events. These events tend to arouse positive and negative affective reactions. The role of gelotophobia at work has been neglected, thus, we intend to analyze the role of gelotophobia on the relationship between humor events, affect and employees' well-being.

**Methodology**

We used a quasi-experimental study (2x2: high vs. low gelotophobia x recall of positive humor event vs. negative humor event) and we asked participants to recall humor episodes that have occurred in organizational context.

**Results**

Results showed that gelotophobia moderates the relationship between humor events and affect, and this acts as a mediator of the relationship between humor events and well-being.

**Limitations**

The sample size raises some concerns regarding the generalization of the data. The use of recalled events may have some memory bias.

**Research/Practical implications**

This research sheds light on the role that gelotophobia may play in inhibiting positive affect and enhancing negative affect prompted by humor events. Managers may find it useful to better manage their employees' emotions.

**Originality/Value**

This is the first study to examine gelotophobia as a buffer of the relationship between humor daily events and well-being at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Sa-OR-S128-1

**Examining the role of work underload for the recovery and psychological well-being of employees working in the maritime industry**

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**Content:** Purpose: Despite the vital economical role of the maritime industry, research on the psychological well-being of seafarers is scarce (Iverson, 2012) and translation of existing research is challenged by particular work characteristics. While most existing research addresses the cumulative effect of job demands, the role of work underload has been consistently overlooked (Lehmann et al. 2011). Therefore, we examine the interplay between work underload and control and their effects on recovery and psychological well-being of seafarers.

Design/Methodology: Survey data was collected from N= 946 participants (98% male) from 51 nationalities, over 123 shipping companies, and from all job levels and ranks. Results reported here are based on a pilot subsample (N=199) but full results will be reported at the conference.

Results: The best fitted model ( $\chi^2(5)=5.33$ ,  $p>.001$ ; CFI=.99; TLI=.99, RMSEA=.02) indicated that job control buffers the effect of both job underload ( $\beta =-.33$ ,  $p<0.01$ ) and overload ( $\beta =-.22$ ,  $p<.05$ ) on recovery which, in turn, predicts psychological well-being ( $\beta =.35$ ,  $p<.01$ ). While recovery is shown to mediate the effects of these interactions, work underload retains a significant direct effect on employee psychological well-being ( $\beta =-.34$ ,  $p<.01$ ).

Limitations: This study is cross sectional and relies on self-report.

Research/Practical Implications: The evidence we provide about the effects of underload and control for the psychological well-being of seafarers can advance research and inform the development of more effective regulations.

Originality/Value: This research is among the few studies looking at the relationship between work underload and work overload and their individualized contribution to employee well-being, especially within the maritime industry.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Well-being***

Sa-OR-S128-2

#### **Does a socio-moral climate effect physicians' use of their character strengths, work engagement and health? Cross-sectional and longitudinal results**

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#### **Content: Purpose**

Previous results from the field of Positive Psychology indicated that character strengths (Peterson & Seligman, 2004) and their application are associated with well-being. We examined whether a participative, discursive and appreciative organizational climate ("socio-moral climate") has an impact on hospital physicians' possibilities to apply their character strengths and relates to work engagement and mental health.

#### **Design/Methodology**

Based on cross-sectional data of N = 223 hospital physicians we tested mediation models with perceived socio-moral climate as predictor, application of character strengths (ACS) at work as mediator, and work engagement and mental health as outcomes. Additionally, we collected longitudinal data (time-lag T1-T2: 6 months) from a sub-sample (N = 74) for testing the impact of socio-moral climate on ACS over time.

#### **Results**

The cross-sectional results showed indirect effects of socio-moral climate on work engagement and mental health via ACS. The longitudinal results evidenced an impact of socio-moral climate at T1 on ACS six months later (T2), controlled for ACS at T1.

#### **Limitations**

The mediation models could only be tested based on the cross-sectional data, because the longitudinal data include only two measurements. The size of the longitudinal sample was comparatively small. A multi-level approach was not realizable.

#### **Research/Practical Implications**

To promote well-being and flourishing of employees more attention should be paid to the creation of a socio-moral organizational climate enabling employees to self-actualize their specific character strengths.

#### **Originality/Value**

Previous research on character strengths widely neglected social, condition-related antecedents in work settings, but mainly focused on person-related interventions and outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

Fr-OR-S78-3

**Do physicians have the possibility to use their strengths at work?**

**A longitudinal analysis of work characteristics in hospitals**

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**Content: Purpose**

The objective of this study is to focus on the research gap whether established work characteristics are able to increase employees' opportunities to apply their individual character strengths at work by examining the field of hospital physicians.

**Design/Methodology**

The data collection is part of a large research project, aiming to detect new resources for well-being and health of hospital physicians in training from a longitudinal perspective. We collected cross-sectional data among N=223 as well as longitudinal data (time-lag: 6 months) among N=74 hospital physicians via online questionnaires and analyzed it by multiple regression with bootstrapping.

**Results**

The results of the cross-sectional data analysis show that (I) work-related resources and cognitive work demands predict the application of character strengths (ACS) at work and (II) the ACS mediates the relation between the predictors and work engagement as well as mental health, supporting our hypotheses. Preliminary longitudinal analyses (III) reveal the causal impact of work-related resources on the ACS at work over time.

**Limitations**

Not all hypotheses could be tested in longitudinal analyses due to interim limited sample size.

**Research/Practical Implications**

We conclude that it is well worth to have a further look on established work characteristics and the application of character strengths as resources for humane workplaces in challenging working conditions (e.g. hospitals).

**Originality/Value**

The unusual focus of connecting theories and concepts of both Positive and Work/Organizational Psychology in combination with the presented preliminary results, support the role of applying character strengths for employees in a health-promoting workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Sa-OR-S118-3

**Mission Valence Matters...**

**The Impact of Transformational Leadership on Long Term Affective Commitment and Burnout**

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**Content: Purpose:** Research has demonstrated that constructive leadership has the potential to increase wellbeing in the workplace. However, to date, the underlying process through which leadership influences employee wellbeing and in particular ill-being is not clear. The present study investigated (a) the impact of employee perceptions of transformational leadership on long-term affective commitment and burnout and (b) the mediating role of mission valence in these relationships.

**Design:** The study employed a time lagged research design and was conducted in a Canadian general hospital amongst health care personnel ( $N=185$ ).

**Results:** Findings from structural equation modelling showed that transformational leadership was positively related to affective commitment and negatively related to the burnout dimensions of emotional exhaustion and depersonalization over time. Further, the results showed that mission valence fully mediated these relationships.

**Limitations:** Limitations include the small size of the sample and the use of self-report measures only.

**Implications:** These findings support the pivotal role of leader perceptions in follower wellbeing and the powerful role of a perceived attractive and purposeful mission as underlying the leader-wellbeing link.

**Originality/Value:** This study showed that employee perceptions of transformational leaders are critical in influencing both their happiness and health wellbeing in organizations. While previous research examined the impact of the transformational leader on employee wellbeing, the present study proposed and demonstrated a critical pathway through which leaders exert this influence – via the importance of the organizational mission.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-OR-S18-1

**Perceived Organizational Support and Employees' Well-Being: The Mediating Role of Organizational De/humanization**

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**Content: Purpose**

In this research, we aimed to examine a new underlying mechanism of the relationship between perceived organizational support (i.e., POS; employees' beliefs concerning the extent to which the organization values their contributions and cares about their well-being; Eisenberger et al., 1986) and employees' well-being (i.e., job satisfaction, emotional exhaustion and physical strains). Precisely, we propose that employees' perceptions that their organization de/humanizes them (i.e., organizational de/humanization; Bell & Khoury, 2016) mediate this relationship.

**Design/Methodology**

We conducted two studies. The first study relied on an experimental design manipulating POS in laboratory while the second study was a cross-sectional field study conducted via questionnaires ( $N=1209$ ).

**Results**

Results of Study 1 indicated that in the high POS condition the subsequent feelings of being de/humanized by the organization were lower than in the low POS condition. More importantly, organizational de/humanization perceptions were found to mediate the POS condition-satisfaction link. Furthermore, results of Study 2 using SEM and bootstrap analyses indicated that organizational de/humanization mediates the relationship between POS and three indicators of employees' well-being (job satisfaction, emotional exhaustion, and physical strains).

**Limitations**

Our second study relied exclusively on data collected from self-reported measures which might raise concerns regarding CMV.

**Research/Practical Implications**

This work adds to the burgeoning literature on de/humanization applied to work settings by exploring its nomological network.

**Originality/Value**

Our research contributes to organizational support theory by examining a new underlying mechanism of the POS-employees' well-being relationship and responds to the call for more research in this area (Baran et al., 2012).

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-OR-S9-4

**Are you bored at work? The moderating role of mindfulness between daily hassles and well-being in bored jobs**

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**Main Abstract Content: Purpose:** Work-related boredom is characterized by a lack of interest and difficulty concentrating. It can be defined as a negative and deactivated emotion. Research on work-related boredom has generally shown that its causes relate to characteristics of both the individual and the work experiences. Despite its importance, empirical studies exploring which work-related daily events are more likely to induce boredom, are scarce. Thus, we aim to explore the relationship between work-related daily events and boredom at work. We propose a model suggesting that work-related daily events induce immediate feelings of boredom, and that such bored feelings lead to lesser well-being. We further posed that mindfulness can mitigate work-related boredom and its negative outcomes.

**Design:** A diary study with workers from jobs characterized as boredom ones.

**Results:** Results support our model and suggest that diverse work-related daily events increase the likelihood to experience boredom at work. Plus, mindfulness buffers the negative effects that boredom has on employees well-being.

**Limitations:** The cross-sectional nature of the study, as well as, the self-reported nature of the data limits the generalization of our results.

**Practical Implications:** This study extends previous findings on boredom at work and its consequences for employees well-being. Results also evidence the relevant role that mindfulness practices may have to mitigate the negative effects of boredom in the workplace.

**Originality:** This is the first diary study, conducted with employees in jobs characterized to be “bored”, and establishes a link between specific work-related daily events to feelings of boredom. Moreover, extends knowledge on strategies to buffer the negative effects of being bored at work on employees well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Well-being***

Th-OR-S21-2

**Polyamorous Passions: The Positive Side of Having Multiple Harmonious Passions**

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**Content:** In today's society, work is highly valued, and can become a passion for many individuals (Vallerand & Houltfort, 2003). The Dualistic Model of Passion (Vallerand et al., 2003) states that passion can be harmonious (HP), associated with more positive outcomes, or obsessive (OP), associated with more negative outcomes. Three studies were conducted (n=113; n=292; n=289) with workers from different organizations to examine how the combination of passions (for work and for a non-work activity) is related with various outcomes. STUDY 1 showed that participants with 2 HPs reported higher levels of global well-being (vitality, satisfaction with life and physical health) than participants with 2 OPs, one HP for work and one OP for a non-work activity, or one OP for work and one HP for a non-work activity. STUDY 2 replicated the results of study 1, and further showed that psychological need satisfaction at work (for autonomy, competence and relatedness: Deci & Ryan, 2000) is related with higher HP for work, and that need satisfaction in the activity is related with higher HP for the activity. Study 2 also showed that participants with 2 HPs experienced less work-life conflict (Carlson et al., 2000) and more work-life enrichment (Carlson et al., 2006) than any other groups. Finally, STUDY 3 replicated results from study 2 in regards with work-life conflict and enrichment, and also showed that participants with 2 HPs were more satisfied (Valcour, 2007) and felt more efficacious (Carlson et al., 2009) with their work-life balance than the other participants. They were also more flexibly persistent at work (Vallerand et al., 2007). These results provide a fine-grained analysis of the relationships between passions in one's life and various outcomes: Polyamorous passions are beneficial for the individual, as long as they're harmonious. Results will be discussed in light of the Dualistic Model of Passion (Vallerand et al., 2003) and Self-Determination Theory (Deci & Ryan, 2000).

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Well-being***

Sa-OR-S120-3

## **The impact of training and skill utilisation on job satisfaction and work stress**

R. Gervais\*

### **Content: Purpose**

Organisations that look after workers' development benefit from this action as it assists in the workers' well-being (Warr, 2007), as does the use of their skills (Morrison et al., 2005). Despite this knowledge, researchers rarely consider these two areas when assessing well-being within the work environment. This paper explores the effect of receiving training and skill utilisation on workers' well-being.

### **Design/Methodology**

The design was cross-sectional and used the employees survey data ( $N = 21981$ ) from the 2011 British Workplace Employment Relations Survey (WERS). The respondents completed questions on job satisfaction, work stress, training received, perception of skill utilisation, workload, job control, work-life balance and demographic information. Regression analyses evaluated the impact on the extent of training and skill utilisation on job satisfaction and work stress.

### **Results**

Workers reporting receiving increased training and the perception that the organisation used their skills appropriately at work; realised increased well-being, as well as increased job satisfaction.

### **Limitations**

The data set is very large, but as a cross-sectional study, it restricts the causal inferences that could be applied to the results. Further, its use of British employees restricts its generalisability to other populations.

### **Research/Practical Implications**

The various pressures to which workers are subjected continues to increase, which could influence negatively their mental health. It is essential for researchers to continue to explore those personal and work characteristics that could enhance workers' well-being.

### **Originality/Value**

This present study explores under-researched areas that would benefit workers and organisations in maintaining good levels of well-being within the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Sa-OR-S118-4

**Promoting Healthcare Organization's service quality through transformational leadership and optimism**

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**Main Abstract Content:** **Purpose:** The following study tests a multilevel model of transformational leadership, optimism and service quality, based on the Happy and Productive Worker thesis (Wright & Cropanzano, 2002) and the HEalthy & Resilient Healthcare Organizations (HERO-HOS) Model (Salanova, Llorens, Cifre & Martínez, 2012), which considers transformational leadership as an essential social resource in organizations. **Methodology:** The sample is composed of 700 employees who belong to 34 work teams from 25 healthcare centres. A multilevel design, both at an individual and team levels, was used. **Results:** The results obtained show that the work teams' perceptions of transformational leadership are related to the workers' optimism at the individual level and to the service quality at an individual level as well. The relationship between the work teams' perceptions of transformational leadership and service quality is fully mediated by workers' optimism. These results confirm the hypothesis of the happy and productive worker thesis and extend it to the level of work teams, that is, happy and productive work teams, through a cross-level effect from the work-team level to the individual level. **Limitations:** One of the possible limitations of this study is that the work-team level data were obtained through self-report measures. **Research Implications and Value:** The results provide evidence to support the HERO model in this context, since it is found that when organizations deploy social resources and healthy organizational practices, employees and teams feel optimistic, which in turn leads to a better service quality in healthcare organizations.

Keywords: multilevel analysis, transformational leadership, optimism, service quality.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-OR-S18-3

**Attachment and Psychological Well-being at Work: The Mediating Effect of Basic Psychological Needs**

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**Content: Purpose** - Employee well-being is a vital factor in strengthening the growth of organizations worldwide. Drawing upon attachment theory (Bowlby, 1980), this project aims to improve the understanding of the relationship between basic psychological needs satisfaction, attachment, and psychological well-being at work. A new mediation model is presented to explore the possible links between these variables.

**Design/Methodology** - 286 French Canadians working in different types of workplaces have been sampled to test the hypotheses of this research.

**Results** - The results of a structural analysis are consistent with the hypotheses.

**Limitations** - The results reflect the responses of Quebec workers, and a replication study with other samples is necessary before the conclusions can be generalized. Additionally, a three wave design may clarify the nature of the mediation process.

**Research/Practical Implications** - This model should allow researchers and practitioners to have a better understanding of individual variables that affect psychological well-being at work and to, therefore, implement more effective interventions.

**Originality** - The contextualized study of well-being is recent and requires further examination. Although well-being has been studied in connection with basic psychological needs satisfaction and certain personality variables, no one, to our knowledge, has analyzed it with a personal disposition such as attachment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Well-being***

Th-OR-S21-3

#### **Pathways Towards Employee Well-Being: A Person x Environment Approach**

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**Content: Purpose** – The impact of employee health behaviors and the quality of the working environment on employee well-being is of significant interest to academics and practitioners alike. In the present study, we assessed the relationships between employees' health behavior (sleep quality, physical activity, healthy diet, smoking, and binge drinking), and the quality of the work environment on employees' emotional, physical, and cognitive well-being. In addition, we explored the interactive role of health behavior in the relationship between work environment quality and employee well-being.

**Design/methodology** – Data was collected from ten companies in Belgium (N = 2, 251). Hypotheses were tested using multiple hierarchical regression analysis in SPSS.

**Results** – Poorly designed work environments, poor sleep quality, limited physical activity, an unhealthy diet, and smoking were all related to impaired emotional, physical, and/or cognitive well-being. In addition, sleep quality and physical activity moderated the relationship between poorly designed work environments and emotional well-being such that when sleep quality was poor or physical activity was low, the relationship between low quality work environments and well-being was further pronounced.

**Limitations** – The cross-sectional design limits the scope of our conclusions.

**Research/Practical Implications** – Our results suggest that managers should pay equal attention to both behavioral and environmental determinants of health when seeking to improve the well-being of staff.

**Originality/value** – Very little research has sought to blend the health behavior and job stress literature in order to gain a comprehensive understanding of employee well-being.

**Disclosure of Interest:** W. Vleugels: None Declared, S. Kilroy: None Declared, S. De Peuter Conflict with: Senior researcher BrandNewHealth. Assistance in data-analyses., L. Vervoort: None Declared, C. Put Conflict with: CEO BrandNewHealth. Ownership over datafile., H. De Witte: None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-OR-S78-4

**Mindfulness in Commercial Settings: Enablers and Inhibitors**

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**Content:** Purpose: The study explored line managers' perceptions of how their interpersonal, mindfulness behaviours can be enacted in the context of the manager-subordinate relationship within commercial organisations. This paper focuses on one aspect of the findings, namely the organisational enablers and inhibitors which line managers encounter when attempting to avail of mindfulness-based interventions, or while enacting mindfulness-based behaviours, at work. Topics such as culture, emotion management and gender, are considered in attempting to understand the juxtaposition of mindfulness within commercial settings.

**Design/Methodology:** Line managers from commercial organisations, who have experience of mindfulness (through formal training or personal practice) and who demonstrate high dispositional mindfulness (measured using the SF-FFMQ) participate in a one-to-one, semi-structured interview. Template analysis is used to interpret the data.

**Results:** Template analysis reveals participants' perceptions of organisational factors which influence their experience of mindfulness at work.

**Limitations:** The qualitative approach to data analysis does not lend itself to generalizability; nonetheless, there is value in taking exploratory approach to a topic which lacks an agreed operationalised definition and which is heavily weighted in empirical research.

**Research/Practical Implications:** This research supports the view that a focus on individualised MBIs in organisational settings inhibits the examination of organisational, systemic issues which can at the root of the need for work-place, mindfulness-based interventions.

**Originality/Value:** This research is original due to the combination of participant sample and research design, and adds value to this field by providing rich, exploratory insights to an area which is more usually researched empirically.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-OR-S89-3

**Job crafting in demanding workplace conditions: employee's reaction to work intensification?**

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**Content:** Job crafting is a relatively new and innovative job redesign perspective in Positive Organizational Psychology which describes what employees do to redesign their job in order to enhance positive workplace outcomes. Work intensification which was triggered in the context of wider market changes, causes great effects on employees' well-being. The purpose of the current study is to explore how employees respond to increased demands in their workplace, whether they craft their jobs and any potential effects of it in their working experiences. By conducting 20 semi-structured interviews, this study is the first to examine job crafting on employees working under work intensification and its influence on workplace outcomes. The findings indicate that working under conditions of work intensification causes resource losses thus employees experience stress and negative workplace outcomes. As a result the intrinsic need for job control is not likely to be met, thus enhancing motivation for employees to craft by making changes on task, relational and cognitive aspects of their job. The interviews enlightened the above research questions however a survey design is necessary for the results to be generalized in the wider context of workplace. In the short-term the study is aiming to promote job crafting as an alternative response for employees to regain their job control, especially within a working population that experience pressures and suffer from low well-being outcomes. In the long-term, job crafting is expected to promote a more positive employees' attitude towards work thus to create more efficient and effective organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Sa-OR-S141-4

**Regulatory Fit at Work: Gravitational Effects and Associations with Employee Well-being**

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**Content:** Purpose: This study examined the extent to which employee regulatory focus would ‘gravitate’ employees towards promotion vs. prevention oriented jobs, and the associations between regulatory fit/misfit, mental health and job satisfaction.

Design/Methodology: In a pre-study among 37 employees, we determined the regulatory focus of work tasks from the Netherlands Skill Survey, resulting in a selection of 7 promotion and 11 prevention tasks. In our main study, we used data from the Dutch LISS panel study, containing 1606 respondents. Data on regulatory focus were collected one year before data about work tasks and employee well-being.

Results: Promotion oriented employees reported a higher relevance of promotion and prevention tasks in their jobs, and task variety. Promotion oriented employees also reported higher well-being when the relevance of promotion and prevention tasks was high. Prevention oriented individuals report lower employee well-being, irrespective of the regulatory focus of their tasks. We tentatively conclude that promotion focus gravitates employees towards job with a richer task content, containing both promotion and prevention tasks.

Limitations: Our study did not include repeated measurements and can therefore not reveal actual patterns of job gravitation over time. Moreover, the explained variance of measures for regulatory fit and misfit was relatively low.

Research/Practical Implications: We would propose that organizations take the regulatory focus of potential and existing employees into account, in order to create the best possible match between individuals and their jobs.

Originality/Value: This study provides insight into how regulatory task fit shapes our labor market and affects employee well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Well-being*

Fr-OR-S87-1

### **Relationships between Psychological Empowerment and Job Crafting: the Mediating Role of Job Involvement**

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**Content: Purpose:** The purpose of this study was to investigate the relationships between psychological empowerment and job crafting and whether job involvement fulfills mediator role in the relationship between psychological empowerment and job crafting.

**Design/Methodology:** A cross-sectional survey design was used with a sample of full-time employees (N=400), who completed Kanungo's (1982) Job Involvement Scale, Menon Psychological Empowerment Scale (2001) and Job Crafting Scale (Tims et al., 2012). Data from the sample was analyzed using structural equation modeling. Factor structure of measures was examined by using confirmatory factor analysis. CFA supported three-dimensional structure of PE and four-dimensional structure for JC and model fit analysis for path model showed good fit indices.

**Results:** Results confirmed the main hypothesis about job involvement (JI) acting as mediator between psychological empowerment (PE) and job crafting (JC). The results showed significant positive relationships between JI, PE subscales and JC subscales. The research data showed that all subscales of research constructs act like independent factors in all their significant relations. Some negative relationships were found: between JI and JC hindering job demands subscale, JI and PE perceived control subscale, PE perceived control and JC hindering demands subscale.

**Research/Practical Implications:** Empowered employees are more involved in job situations, which in turn determines more active job crafting activities and which in turn help to raise well-being in work-place.

**Originality/Value:** Current research explains relationships between psychological empowerment, job involvement and job crafting, which area is not quite well researched.

**Keywords:** Psychological Empowerment, Job Crafting, Job Involvement

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Th-OR-S7-4

**The impact of feeling embittered on employees' levels of work engagement and job satisfaction.**

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**Content: Purpose:** Embitterment, has been defined as the emotion generated in the aftermath of an event of personal injustice. Researchers have indeed supported that perceptions of organisational injustice predict employees' feelings of embitterment. The purpose of this study was to investigate whether embitterment in the workplace leads to reduced levels of work engagement (vigor, dedication, absorption) and job satisfaction. **Design/Methodology:** A 6 month longitudinal study design was employed. Participants were asked to complete an online survey at two time points. Here we present preliminary findings from Time 1 as the longitudinal study is still ongoing. Greek-Cypriot (n=352) employees completed measures of embitterment, work engagement, job satisfaction and control variables; work demands and negative affect. **Results:** Hierarchical regression analysis revealed that embitterment contributed significantly to the prediction of reduction in vigor ( $\beta = -.265, p < .001$ ), dedication ( $\beta = -.245, p < .001$ ), absorption ( $\beta = -.165, p < .001$ ) and satisfaction ( $\beta = -.504, p < .001$ ), even after controlling for negative affect and job demands. **Limitations:** Present findings are based on cross-sectional self-report data. **Research/Practical Implications:** Based on the Social Exchange Theory, these results suggest that feelings of workplace embitterment may generate employees the need for revenge and payback to the organisation through reduced levels of engagement. This might be an alarming proposition that embitterment can have detrimental consequences both for the employee's well-being and the organization. **Originality/Value:** The present findings further lead to additional insight into the nature of embitterment, and the distinctive characteristics of embittered individuals. The present study is the first to explore the impact of embitterment on employees' engagement and job satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Well-being***

Fr-OR-S78-2

## **Life satisfaction, work engagement and stressors: Improving workplace well-being**

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### **Content: Purpose**

Well-being at work supports the effectiveness and efficiency of workers and organisations. To increase an understanding of workplace well-being, researchers are focusing increasingly on two positive psychology domain constructs, work engagement and satisfaction with life, and thereby acknowledging their support of workers' well-being. Work engagement improves workers' job performance, and ensures client satisfaction (e.g., Bakker, Schaufeli, Leiter, & Taris, 2008); while job satisfaction and engagement influences positively work-related well-being (Rothmann, 2008). This study supports this focus by exploring workers' mental health using these constructs.

### **Design/Methodology**

The study used a cross-sectional design, employing an online survey to collect the data. The participants ( $N = 359$ ) completed measures of work characteristics and demographic information. Regression analyses tested five models to predict work engagement, job satisfaction, depression, anxiety, and stress.

### **Results**

More resources, i.e., decision authority, job autonomy, positive affect, social support, positively influenced work engagement; in turn, work engagement positively influenced job satisfaction. Higher levels of satisfaction with life reflected improved mental ill health.

### **Limitations**

The study was cross-sectional thereby restricting the causality of the relationships with work engagement and satisfaction with life on workers' well-being.

### **Research/Practical Implications**

The present research adds to the evidence base of those positive psychology measures that could reduce mental ill health and thereby improve on workers' well-being.

### **Originality/Value**

The research on work engagement is increasing, and this study adds to the literature on this construct. Further, it shows the relevance of acknowledging life satisfaction as a core element of well-being at work.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

Th-OR-S7-2

**The higher the purpose, the higher the flow: the impact of action identification on the collective flow**

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**Content: Purpose.** Collective flow, or the process of optimal human collaboration reflecting in objective productivity, subjective wellbeing, group absorption and cohesion, is a relatively new concept in the field of positive work psychology. Based on conceptual work on flow (Csikszentmihalyi, year) and action identification theory (Vallacher & Wegner, 1985, 1986) we tested the importance of the level of task identification in relation to the collective flow. We argue that prepotent high-level task identification signifying the ultimate purpose of the task have a beneficial influence on the quality of team collaboration in the context of Persona method.

**Design / Methodology.** To test these assumptions, we conducted an experimental study on 72 French students in engineering school. The task consisted in imagining creative applications of a new technology for two target groups represented by Personas. Student triades were allocated to two conditions: their objective was either to propose applications that would *enhance the everyday life of target groups* (lower level identification) of applications that would *change the life of target groups* (higher level identification).

**Results.** The results showed that the high-level action-identification significantly increased the experience of flow, identification with the team, engagement, motivation, and positive affect compared to lower-level action identification condition.

**Limitations.** It remains to be tested how this phenomenon works in larger groups, and in context of computer-mediated collaboration.

**Research / Practical Implications.** Results imply that higher levels of action identification allow better quality collaboration and higher level of team wellbeing.

**Originality / Value.** To our knowledge, this is the first empirical study providing insights into the relationship between action identification and teamwork.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

Sa-OR-S141-1

**Are Genetic and Environmental Influences on Job Satisfaction Stable over Time?**

**A Three-Wave Longitudinal Twin Study**

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**Content:** Job satisfaction research has unfolded as an exemplary manifestation of the "person versus environment" debate in applied psychology. With the increasing recognition of the importance of time, it is informative to examine a question critical to the dispositional view of job satisfaction: Are genetic influences on job satisfaction stable across different time points? Drawing upon dispositional and situational perspectives on job satisfaction and recent research in developmental behavioral genetics, we examined whether the relative potency of genetic (i.e., the person) and environmental influences on job satisfaction changed over time in a three-wave longitudinal twin study. Biometric behavioral genetics analyses showed that genetic influences accounted for 31.2% of the variance in job satisfaction measured at approximately age 21, which was markedly greater than the 18.7% and 19.8% of variance explained by genetic factors at age 25 and age 30. Such genetic influences were mediated via positive affectivity and negative affectivity, but not via general mental ability. After partialling out genetic influences, environmental influences on job satisfaction were related to interpersonal conflict at work and occupational status, and these influences were relatively stable across the three time points. These results offer important implications for organizations and employees to better understand and implement practices to enhance job satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Fr-OR-S89-1

**A new integrative model of job crafting: when environmental crafting is added to task, relational, cognitive, developmental and contraction crafting**

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<sup>1</sup>Psychology, Université de Montréal, Montréal, Canada

**Content:** Job crafting literature has been effervescent in the last decade, with the emergence of many models to operationalise it, leading to a total of 44 postulated dimensions. This study first aimed to inventory the existing job crafting models in order to propose a new integrative, more parsimonious one, and second, to propose a sound instrumentation of it. Based on a theoretical synthesis of all known job crafting models and the analysis of available measures, we postulate a model based on seven dimensions: five dimensions expressing ways employees seek new opportunities and more well-being (task crafting, cognitive crafting, relational crafting, developmental crafting, and environmental crafting), as well as two dimensions representing ways in which employees reduce stressful occurrences at work (contraction task crafting and contraction relational crafting). To measure these dimensions, we created seventy items [VD1] and administered them to 573 Canadian employees, along with the two most prevalent job crafting measures (Wrzesniewski & Dutton, 2001; Tims & Bakkers, 2012), and measures of well-being and burnout. Exploratory and confirmatory analyses confirmed the construct validity of the 7-factor model. The final 33-item questionnaire also had an incremental predictive value over the two existing job crafting measures: it explained 13% additional variance of well-being and 5% to 7% additional variance of burnout. By consolidating well-known job crafting dimensions and capturing new ones such as environmental crafting, this novel conceptualisation and instrumentation is useful to both researchers and practitioners to better understand the many aspects of job crafting.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Well-being***

Fr-OR-S78-1

## **Effects of Proactivity on Well-Being: Motivation matters**

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### **Content: Purpose**

A great body of empirical research demonstrated that proactive work behaviour is linked to superior performance at different organizational levels. However, little is still known about the consequences of proactive work behaviour on employee well-being as well as their boundary conditions. The aim of this study was to explore the associations between proactive work behaviour and well-being as a function of individual motivation. Drawing on self-determination theory (Deci & Ryan, 1985, 2000) we suggest that proactive behaviour may impede employee well-being when enacted without being intrinsically motivated to do so.

### **Design/ Methodology**

We tested our hypotheses based on two-wave, survey-based data collected from 119 full-time employees from heterogeneous occupational sectors. Time lag between the two waves was two weeks.

### **Results**

Supporting our hypothesis, proactive work behaviours and intrinsic motivation toward proactivity interacted to influence the change in subjective well-being (i.e., vitality) after two weeks. The relationship between proactive behaviours and well-being was negative when intrinsic motivation was low.

### **Limitations**

Future research would benefit from combining data from multiple sources to assess proactive work behaviour.

### **Practical Implications**

Enacting proactive behaviours “under pressure” may have negative effects on employee well-being.

### **Originality/Value**

This study offers insights into motivational processes that define well-being-related consequences of proactive work behaviour.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

Th-OR-S18-4

**The Role of Prosocial Motivation in Public Servants' Well-being: Testing JD-R in Three Samples**

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<sup>1</sup>Clinical and Organizational Psychology, Vilnius University, Vilnius, Lithuania

**Content: Purpose**

Careers in public service is usually pursued by people who want to contribute to welfare of the society and to make the world a better place. Existing research shows that motivation to serve the interests of other people is important for public servants' well-being and performance (Brewer, Selden 2000). However, little is known about the mechanisms that make prosocial motivation work. Therefore, the study was conducted to test the role of prosocial motivation among public servants, using JD-R approach (Bakker, Demerouti, 2014). As suggested by Bakker (2015), public service motivation determines how public servants deal with their job demands and resources. Consequently, we expected prosocial motivation to moderate the relationship between 1) job resources and work engagement, 2) job demands and exhaustion, and 3) work engagement and performance.

**Design/Methodology**

The hypotheses were tested in three different samples of public servants, resulting in the total sample of 406. Multiple regression and moderation analyses were used to test the hypotheses.

**Results**

The results of the study partly confirmed the assumptions. Prosocial motivation was found to predict work engagement and work performance over and above job resources. Moreover, it did not moderate the relationships between job resources/demands and work engagement/exhaustion, and work engagement and performance.

**Limitations**

The analyses are based on cross-sectional data.

**Research/Practical Implications**

The results of the study confirm the role of prosocial motivation for work engagement and work performance.

**Originality/Value**

This is one of the first studies highlighting the role of prosocial motivation as valuable personal resource.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Emotion in the workplace*

*Work attitudes and values*

Th-OR-S8-2

**It's all about others: The mediating role of service climate in the link from "Contribution-to-others" wellbeing beliefs to users' Quality of Life**

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**Content: Purpose:**

Previous research had focused on eudaimonic wellbeing beliefs and their impact on wellbeing and performance at individual level. The present study expand the knowledge by analyzing the mediation role of service climate perceived by employees, between their eudaimonic wellbeing beliefs considered at organizational level, and the quality of life perceived at individual level by legal tutors of people with intellectual disabilities.

**Methodology:**

To test this model, data was collected among 104 centers that provide services for people with intellectual disabilities, from 885 contact professionals and 809 family members and legal tutors of people with intellectual disabilities of the same centers. Data provided by professional has been aggregated at a center level.

**Results:**

The results of the multilevel mediation analysis, conducted in Mplus, largely supported the hypotheses. Specifically, professionals' eudaimonic beliefs of wellbeing, creating a culture of contribution-to-others, was associated with service climate reported by the same professionals, which in turn was positively associated with QoL of people with intellectual disabilities.

**Limitations:**

In further research, these relations could be analyzed in a different sample, increasing the generalizability of the results.

**Implications:**

The practical implications of the study are related with organizational policies and practices that promote a culture where employees believe that the wellbeing at work means contribution-to-others and has an impact on climate service and on QoL of the service users.

**Value:**

This study expands the knowledge on how employees' contribution-to-others wellbeing beliefs are related to users' QoL, through service climate.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

Fr-OR-S87-4

**A compassion focused model linking person-organization fit to employee citizenship behaviour**

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**Content: Purpose:** Although it is well supported that working in an environment that matches someone's personal values (i.e. person-organization fit) is related with high levels of citizenship behaviour, the literature is less clear about the explanatory process behind this. Based on Fox's (1966) unitarism theory, that sees employment as a bond of shared interest and cooperation, this study focuses on how fit may go along with compassion. We hypothesize that both organisational- (OCB-O) and interpersonal-targeted (OCB-I) citizenship reactions to person-organization fit are mediated by four types of compassionate feelings: a) *empathic-concern* (i.e. emotional response to others' needs); b) *mindfulness* (i.e. state wherein attention is focused on the present moment); c) *kindness* (i.e. understanding for others' problems); and d) *common-humanity* (i.e. integrationist view on others' experiences).

**Design/methodology:** The study utilized Hayes's process (2013) to estimate the model based on survey responses of 280 employees from 10 hotels in Spain.

**Results:** Employees perceiving high person-organization fit indeed reported high levels of empathic-concern, mindfulness, and kindness. Moreover, mindfulness and kindness were supported as mediators of the fit-OCB-O link, and kindness of the fit-OCB-I link.

**Limitations:** The findings could suffer from mono-method/source bias and generalizability may be bounded by specific conditions in the touristic sector.

**Research/Practical Implications:** Since the findings indicate that employees who perceive high fit compassionately support organizational members, managers may enhance organizational success by explicitly stating organizational values and pursuing employees with congruent values.

**Originality/value:** This paper is the first in empirically examining and supporting compassion as explanatory process triggered by fit.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

Sa-OR-S140-2

**Towards the connection between employee volunteering and attractiveness as an employer**

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**Content:** Employers' support of employees' volunteering activities can be distinguished on three different dimensions: (1) The nonprofit organization is fixed by the employer vs. free to choose by the employee, (2) the time period in which to volunteer is fixed by the employer vs. self-selected by the employee, (3) the activities can take place during work time, free time or a mixture of both. We focus on the effect of such forms of employers' support on company attractiveness from the perspective of prospective applicants. Therefore, we rely on signaling theory and argue that the kind of employers' support signals how attractive the company is to prospective applicants. Besides a direct effect, we hypothesize indirect effects through perceived autonomy at the workplace (signaled by the employees' autonomy in the employee volunteering program) and a change in work-personal conflict. In a scenario-based online experiment (vignette study, n=593), every respondent was randomly confronted with one of altogether 12 different manipulated company websites that varied on the above mentioned dimensions of employers' support of employee volunteering. Structural equation modeling with MPlus revealed that a free to choose nonprofit organization, a self-selected point in time and volunteering during work time led to the highest values of employer attractiveness. Besides the direct effect, an indirect effect mediated through autonomy was supported. The results underline that the effect of employee volunteering on company attractiveness is greatest when employee volunteering is not seen as mandatory (e. g. through fixed charitable organizations or fixed time periods to volunteer in).

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*  
*Work attitudes and values*

Th-OR-S8-4

**Emotional attitude towards the organization as a mediator of the relationship between the perceived work conditions, burnout and work engagement**

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**Content: Purpose:** Emotional attitude towards the organization (EAO) is a concept similar to affective organizational commitment (Meyer, Allen, 1991), except that it allows to analyse the roles of positive and negative attitude (PA and NA) separately. The distinction between positive and negative emotions reflects two different types of employees' reactions to occupational environment (Folkman, Moskowitz, 2000). The aim of the studies was to demonstrate that the experience of role stressors is more associated with NA, while job satisfaction is associated with PA. Furthermore, PA mediates the relation between job satisfaction and work engagement, while NA mediates the relation between the role stressors and burnout.

**Design/Methodology:** To test these assumptions, four studies were carried out. Employees of various organizations were asked to fill out a set of questionnaires. The first two studies examined the relationships between role stressors (Study 1,  $N=793$ ), job satisfaction (Study 2,  $N=1,198$ ) and EAO. In studies 3 ( $N=1,132$ ) and 4 ( $N=146$ ) PA and NA were tested as mediators in the relationship between the perceived work conditions, work engagement and burnout.

**Results:** Regression and mediation analysis using PROCESS procedure (Hayes, 2013) supported all hypotheses.

**Limitations:** Longitudinal studies to confirm the causal relationships between EAO and employees' behaviour at work are needed.

**Research/Practical Implications:** The results of the study indicate a need for using dedicated strategies that enhance PA and different ones to reduce employees' NA.

**Originality/Value:** The distinction between PA and NA in the organizational diagnosis increases the accuracy of solutions for improving the work environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Work attitudes and values***

Fr-OR-S87-3

#### **A perfect match is hard to find: Dealing with misfit at work.**

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#### **Content: Purpose**

Although person-environment fit has documented relationships with employee wellbeing, the conditions under which employees cope with misfit in a (un)productive way have not been explored, yet. On the basis of person-environment research and conservations of resources theory, we predicted that the relationship between perceived misfit in values (with the workgroup, i.e. PG-fit, and organization, i.e. PO-fit) and employee wellbeing will be moderated by the way the employee deals with the misfit, which in turn will be affected by employee's trust in the supervisor.

#### **Method**

We tested our assumptions with two field studies, one team study from 145 employees in 50 workgroups (Study 1) and one longitudinal study with two measurements from 177 employees (Study 2). In both Studies employees assessed PG-fit, the moderators, and their wellbeing. In Study 2 they additionally assessed PO-fit.

#### **Results**

Multilevel analyses (Study 1) and path modeling with AMOS (Study 2) partly supported the hypotheses.

#### **Limitations**

We operationalized misfit as a lack of fit and concentrated only on value incongruence.

#### **Implications**

The findings imply that how employees deal with misfit matters and that the context somehow influences how employees cope.

#### **Originality/Value**

To our knowledge, our studies are the first to analyze how employees deal with value-misfit at work and shed light on how negative effects on employee wellbeing might be buffered or amplified by how employees deal with misfit and under which conditions the coping strategies are chosen.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Th-OR-S44-2

**The feeling of impeded work : theoretical foundations and scale validation**

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**Content:** The concept of impeded work is used in France in the field of the prevention of psycho-social risks. For Clot (2010), the impeded work is a major source of the suffering in the workplace. In certain situations, people experiment the inability to do their work as well as they wish. According to Clot, this occurs especially when the quality criteria are divergent and are not discussed. Unlike Clot whose theoretical framework is qualitative and clinical psychology, in this paper, we refer to the social cognitive theory of Bandura to conceptualize the feeling of impeded work which has much to do with the outcome expectation and then with the self-regulation and motivational processes depicted in this theory.

A 70 items questionnaire was built and submitted to a sample of working people (N=270, pen and pencil procedure) who were asked to indicate on a 7 points Likert scale the way they feel at work. A factorial analysis, after Varimax rotation, reveals 8 factors of impediment : colleagues, positive means to do the work (reversed), workload and organization of work, material resources, embarrassment, working method and information, personal way of doing the work, health. These first results have been mostly replicated in a second study with an internet design (N=290). Criterial validity was also tested through a few variables such as job satisfaction, work self-efficacy, organizational commitment, life satisfaction and well-being.

The improvement of the scale and its use in personal and collective diagnosis are discussed as well as theoretical perspectives.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Work Motivation*

Fr-OR-S100-3

**The Feedforward Interview: Improving relationships to improve performance**

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**Content: Purpose:** Feedback as part of a performance management system is intended to serve multiple purposes, both administrative and developmental. When considered as a developmental tool the focus is on the subordinate, however, these conversations are an opportunity for managers to open a dialogue with employees. This dialogue has the potential to support the creation of meaningful relationships. At present there is a lack of attention on the supervisor-subordinate relationship and few tools available for enhancing or improving their interactions. Kluger and colleagues proposed a psychological intervention for managing employee performance, namely the Feedforward Interview (FFI). One of the hypothesized benefits of this technique is the positive effect on the supervisor-subordinate relationship. While recent research suggests subordinates can increase their performance on the job by engaging in FFIs, there is no research that examines the mechanism through which this benefit occurs. We propose that relationship quality mediates the effectiveness of FFI on subordinate performance.

**Design/Methodology:** The presentation reviews a program of research that includes three quasi-experimental field studies.

**Results:** There is evidence to suggest that FFI has the potential to increase performance and improve relationship quality.

**Limitations:** While preliminary evidence for the proposed model can be found across studies, there is a need for a single study to test the predicted direct and mediating effects.

**Research/Practical Implications:** Performance management system design recommendations and future research directions are discussed.

**Originality/Value:** This study addresses the current frustration with performance management systems and offers practical solutions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Work Motivation***

Th-OR-S45-2

## **Meaningful and sustainable work throughout the career**

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### **Content:**

#### **Purpose**

The purpose of this study was to examine the relationships of autonomy, strength use, future orientedness and needs-supplies fit on meaningful work and how meaningful work in turn affects intentions to keep working through the effect it has on work identification.

We thereby investigated a possible moderating effect of age. Based upon the SOC (Selection, Optimisation, Compensation) framework [1] we hypothesized that meaningful work would become more important as a predictor to continue working in later career stages, since meaningfulness might be more central to individuals' identity at a later age. This is also consistent with the central premise of the Kaleidoscope career model.[2].

#### **Methodology**

Responses were collected using an online survey in which 5.331 working individuals participated. We used Multigroup Structural Equation Modelling with three age groups to investigate the moderating influence of age.

#### **Results**

Overall, we find support for the hypothesized model. The association between meaningful work and work identification was moderated by age.

#### **Limitations**

Limitations to the current research design are that it is impossible to separate developmental and generational effects and that a longitudinal study is needed to examine the direction of causality.

#### **Research implications**

This study shows that age moderates the relationship between meaningful work and work centrality and as such becomes more important in predicting intention to keep working through an indirect effect.

#### **Value**

It is one of the few studies tackling age differences in drivers of meaningful work and establishes the link between meaningful work and intentions to keep working.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Work Motivation***

Th-OR-S44-3

**Who benefits from a hard day's work? Job challenges elevate the self-evaluation and performance of trait procrastinators and high shame-prone people**

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**Content: Purpose.** The study of personality at work often focuses on identifying the traits that dispose people to work hard and to perform well. We take a different approach. We examine ways to improve the performance of people who struggle to perform well at work. We integrate self-efficacy theories of motivation with distraction theories of emotion regulation to propose that increasing job challenges elevates the self-evaluation and task performance of high trait procrastinators and high shame-prone individuals because the more these individuals are cognitively taxed the less “resources” they have available for negative self-thoughts and rumination.

**Design/Methodology.** In five experiments, and a field study of physicians, we measured trait procrastination or shame proneness, manipulated or measured job challenges, and assessed the interactive effects on participants’ self-evaluation and performance.

**Results.** Linear regression models show that job challenges elevate the self-evaluation and performance of people high in either trait procrastination or shame proneness, but not for people low in either trait.

**Limitations.** The magnitude of job challenges that is most effective and the long-term effects need to be established.

**Research/Practical Implications.** Trait procrastination and trait shame proneness are associated with chronic avoidance and negative self-evaluation, which undermines the ability of people high in these traits to thrive at work. We offer a means of mitigating these individuals’ negative self-evaluation and improving their task performance.

**Originality/Value.** Rather than writing off high trait procrastinators and high shame-prone people as underperformers, the present work offers a novel intervention for helping these individuals meet their performance potential.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Th-OR-S45-4

**Yes We Can! A Multilevel Study about How Organizational and Team Efficacy Beliefs predict Organizational Service Quality and Team Performance**

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**Content:** Efficacy beliefs study is mostly done at the individual level of analyses, i.e. self-efficacy beliefs. The current study contributes to our understanding of collective efficacy beliefs (i.e., organizational and team efficacy beliefs) using aggregated data at team and organizational levels of analyses.

Our research questions are: (1) are organizational efficacy beliefs positively related to team work performance and to organizational service quality? and (2) do organizational efficacy beliefs moderate the relationship between team efficacy beliefs and performance?

The sample was composed by 1,692 employees, nested in 300 teams, 300 supervisors, and 73 organizations.

Results from hierarchical linear modeling support our hypotheses and show that: (1) there is a cross-level effect of organizational efficacy beliefs on team work performance (i.e., extra-role performance) controlling by team efficacy beliefs (2) there is a cross-level interaction effect of organizational X team efficacy beliefs on team work performance as assessed by teams and also by supervisors, and (3) there is a direct effect of organizational efficacy beliefs on organizational service quality.

Limitations of the study are related with the cross-sectional character of the data

We expanded research on self-efficacy using collective level of analysis as well as connecting efficacy beliefs to organizational and team performance levels. From a practical point of view enhancing organizational and team efficacy beliefs from positive interventions like positive psychology coaching and mentoring we could improve performance.

As far as we now the study adds value to Social Cognitive Theory using multilevel Analyses of efficacy beliefs

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Work Motivation*

Th-OR-S44-4

**Social Support Exchange at Work: A Smartphone Study**

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**Content: Purpose:** According to self-determination theory, autonomous behaviors are effective and enhance well-being, whereas externally motivated behaviors result in unbeneficial outcomes. Presently, we apply this principle to the exchange of social support between colleagues at work. Specifically, we examine the effects of providing- and receiving social support on work engagement and job performance. Furthermore, we investigate the role of motives underlying the process of support exchange.

**Method:** Experience sampling data was collected from 104 dyads of colleagues. Respondents filled in a general questionnaire and a short questionnaire twice a day on four days that both colleagues worked together (datapoints N=1664). Data was analyzed with multilevel analysis using the Actor-Partner Interdependence Model.

**Results:** Results show that actor's autonomous motivation to provide support predicts partner's actual received support. However, support provided by actors did not predict partners' actual received support when the provided support was guided by controlled motivation. Furthermore, support received by the partner mediated the relationship between autonomously motivated support provided by the actor and partner work engagement. In turn, partner work engagement mediated the relationship between support received by the partner and partner job performance (as rated by the actor).

**Limitations:** We were unable to measure support on consecutive days. Future research may test the effects of support over time.

**Implications:** Results show that support is most effective for a colleague's work engagement and job performance when the actor provides intrinsically motivated support.

**Originality:** This is the first study investigating crossover effects of support at work, while considering underlying motivations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Sa-OR-S144-4

**FLOW METACOGNITIONS AS PREDICTORS OF FLOW IN WORK: A TWO-WAVE LONGITUDINAL STUDY**

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**Content: PURPOSE**

Flow is a state of deep cognitive absorption that makes a person feel fully immersed in an activity. Drawing from the Self-Regulatory Executive Function model and the model of adaptive metacognitions, the construct of flow metacognitions was recently defined as people's awareness of and beliefs on the flow state, its consequences, and strategies for achieving and maintaining flow. This study tested the hypothesis that flow metacognitions are antecedents of flow in work.

**DESIGN/METHODOLOGY**

A sample of 101 highly educated professionals took part in a two-wave study completing the Flow Metacognitions Questionnaire, Short Dispositional Flow Scale-2, Flow Short Scale, and Short Flow in Work Scale, two months apart.

**RESULTS**

A comparison of alternative structural equation models showed clear support for the "causal" relationship between Confidence in Ability to Self-Regulate Flow and flow for all three measures of flow, whereas Beliefs that Flow Fosters Achievement did not predict flow.

**LIMITATIONS**

Small sample and short follow-up.

**RESEARCH/PRACTICAL IMPLICATIONS**

People's confidence in their ability to self-regulate flow predicts flow in work, whereas people's beliefs about the usefulness of being in flow do not predict flow. Therefore, changing people's beliefs about the usefulness of being in flow may not result in more flow. However, increasing people's confidence in the self-regulation of flow may result in an increase in flow.

**ORIGINALITY/VALUE**

This study presented the first longitudinal evidence in support of the hypothesis that flow metacognitions influence flow in work, and opens the possibility of developing metacognitive interventions aimed at fostering flow in the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Fr-OR-S100-4

**State Hope and Performance: An Episodic Perspective**

R. Rajah\*

**Content: Purpose**

In the spirit of examining closer human flourishing at the workplace, I conducted research examining the impact of hope on performance. While direct effects of hope on performance have been well-documented in the positive psychology literature, studies examining the causal mechanism behind these relationships have been scant. Grounded in Fredrickson's (2004) broaden-and-build theory, I examined broad-minded coping as a mediator of daily state hope and job performance.

**Design/Methodology**

Experience sampling methodology (ESM) was utilized. 148 full-time employees responded to ESM notifications three times a day for seven days, resulting in 1,006 data points. State hope was measured in the morning, and job performance was measured at night. At the end of the work day, participants highlighted their biggest work-related problem for that day and reported their levels of engagement in broad-minded coping mechanisms.

**Results**

Data were analyzed using multilevel modeling, where days (level 1) were nested within individuals (level 2). Daily state hope had a direct positive effect on daily performance ( $\beta=.148, p<.01$ ), and broad-minded coping mediated the relationship.

**Limitations**

Results were based on self-reports, raising concerns of multicollinearity. However, multicollinearity tests suggested that the dataset did not suffer from it.

**Research/Practical Implications**

The results of the study contribute to the literature on positive psychology as we better understand the causal mechanism behind daily state hope levels and job performance. It also represents a possible foundation upon which interventions can be designed.

**Originality/Value**

To my knowledge, this is an initial study measuring the mediating mechanism of hope and performance in the context of an ESM study.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Fr-OR-S77-2

**Self-Determination Theory in the Canadian military context: An empirical investigation with 1,603 Regular Force members.**

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**Content:** Landry

The Canadian Armed Forces (CAF) count on 68, 000 motivated Regular Force (Reg. F.) members in order to achieve its various missions. Based on the self-determination theory framework (SDT; Gagné & Deci, 2005; Ryan & Deci, 2001, 2017) that includes four motivation types (i.e., intrinsic, identified, introjected, and extrinsic), this study will assess the relationship between work motivation, functioning and well-being, and intent to stay in the CAF. Past research conducted with 3,435 workers from 9 different countries and working in the services and production domain, demonstrated that intrinsic and identified motivation lead mainly to positive consequences (i.e., well-being) and that introjected and extrinsic motivation lead to negative consequences such as turnover (Gagné, & al., 2015). Nonetheless, we do not know if these results hold within the CAF context. Results from this study (n = 1,603 Reg. F members) indicate that, while controlling for age, rank and official language (English or French), intrinsic motivation leads more strongly to work engagement, life and military career satisfaction, and morale, while identified motivation leads more strongly to intent to stay, CAF identity, and career progression. Identified motivation is also positively related, although less strongly, to work engagement, life and military career satisfaction, and morale. Results also demonstrate that introjected and extrinsic motivation were unrelated or negatively related to work engagement, life and military career satisfaction, and morale. These results support the relevancy of SDT in the military context. Implications for CAF interventions will be discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Work Motivation*

Th-OR-S44-1

**The Downside of Prosocial Motivation – When Helping Behavior Backfires**

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**Content: Purpose.** Previous research has focused on the positive side of prosocial motivation, namely that employees who have a strong prosocial motivation perform better and persist longer on a task. However, because people with high prosocial motivation like to help others, they might run the risk of getting too emotionally involved with others. This might lead to difficulties in setting boundaries at work. Consequently, employees may take on additional tasks in order to help. This helping behavior might not only increase their workload, but also increase emotional demands. According to Job Demands-Resources theory, high (emotional) demands may have detrimental effects on employee's health and well-being when resources are low. The current study aims to shed light on this potential pitfall of prosocial motivation. We hypothesize that employees with low resources will have higher emotional demands when their prosocial motivation is increasing.

**Design/Methodology.** To test our hypothesis, we conducted an online survey study. In total, 501 participants (51.8% female; Age:  $M = 43.75$ ,  $SD = 12.53$ ) filled in the questionnaire.

**Results.** Preliminary results support our hypothesis that high prosocial motivation is positively related to emotional demands when job resources (autonomy) are low.

**Limitations.** All outcomes are based on self-report measures.

**Research/Practical Implications.** Prosocial motivation is a (potential) risk factor for more emotional demands. In positions with already high job demands, employees need to set their boundaries to not overwhelm themselves.

**Originality/Value.** This study provides first evidence that prosocial motivation does not always lead to positive work outcomes, but can also increase (job) demands.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

Fr-OR-S77-4

**When does extrinsic motivation work? Analyzing the motivational foundations of employees' compliance intention**

K. Militello\*, M. Holtgrave, A.-M. Nienaber, G. Schewe

**Content:** Following traditional economic thought, organizations commonly rely on extrinsic motivation through rewards and sanctions to ensure employees' compliance. Still, compliance violations occur on a seemingly regular basis (e.g., Volkswagen, Deutsche Bank). Deploying a mixed-methods design and using three consecutive studies, we aim to investigate which factors support or thwart traditional efforts to extrinsically motivate compliance behavior.

Based on the theory of planned behavior and an open-response survey (Study 1), we developed an employee-centered behavioral model proposing that the effect of extrinsic motivators on employees' compliance intention is moderated by organizational-level motivational climate (Nerstad et al., 2013) and individual-level self-identity (Bridoux & Stoelhorst, 2013). We empirically test this model via two quantitative surveys (Studies 2a and 2b). First, we surveyed (N=212) purchasing managers in the manufacturing industry to investigate the impact of motivational climate on compliance intention, while ensuring comparability in work profiles. Second, we surveyed (N=233) employees in different functions of an insurance company to analyze the effect of employees' self-identity on compliance intention, while ensuring a common motivational climate. Structural equation modeling provides strong support for our theoretical model. Limitations include our cross-sectional design and focus on Germany. Hence, we currently conduct Study 3 in which we seek to replicate prior results in a single survey of purchasing managers in a select Turkish industry. Preliminary results will be available by 2017.

This study is among the first to comprehensively analyze the motivational foundations of employees' compliance intention, providing organizations with advice on what determines the effectiveness of extrinsic motivation.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Work Motivation*

Fr-OR-S77-3

**The effect of performance pressure on scholars' intrinsic motivation and the meaningfulness of work**

A. Lehtivuori\*

**Content: Purpose:** Performance management (PM) has become a widely applied managerial method of directing university research personnel's behavior in western societies. However, as PM relies on extrinsic incentives to produce desired outcomes it poses a risk of damaging scholars' intrinsic motivation and the meaningfulness of work. The purpose of this study is to investigate whether performance pressure inflicted by the PM system has undermined scholars' intrinsic motivation and work meaningfulness. Although the undermining effect has been studied quite extensively in the lab, studies examining this phenomenon in higher education context are still somewhat scarce.

**Methodology:** The data of this study is based on a survey conducted among Finnish university research personnel (n=672). The data was collected from 12 faculties of three universities using a total population sampling. Multivariate regression analyses were used to test the hypotheses.

**Results:** Preliminary results suggest that performance pressure can undermine scholars' intrinsic motivation and the meaningfulness of work thus supporting the suggestions of self-determination theory (Ryan & Deci 2000).

**Limitations:** The nature of the study limits both the ability to make causal inferences and generalize the results beyond the surveyed population.

**Research/practical implications:** The study implies that the intrinsic motivation and extrinsic incentives can be incompatible with each other also in work environment thus providing support for self-determination theory. The study also highlights potential risks of using performance management in universities.

**Originality/Value:** This study contributes to the undermining effect debate by examining the undermining effect in the context of academic work from the viewpoint of SDT.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Work Motivation*

Fr-OR-S77-1

**Doing What You Are: Understanding Meaningful Work of Professionals Based on (Mis)Alignment between Professional Identity and Organizational Value**

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**Content: Purpose:** Drawing from identity theory, we propose a model of professional work that identifies the potential tension between the experienced meaningfulness of work activities and the perceived degree to which they contribute to the organization. Since professionals' self-concept is inextricably linked to the nature of their work, the alignment between what is done and who one is, is crucial for well-being and performance. However, organizations often demand that professionals carry out activities that serve the needs of the organization or increase its efficiency, which oftentimes comes at the cost of the work that is central to their identity.

**Design/Results:** In this conceptual paper we classify work activities in eight types based on the degree of alignment with professional identity and perceived organizational value, and describe the consequences for individual outcomes. We show how some forms of misalignment are associated with identity threat and burnout, whereas others are inevitable and even valuable.

**Limitations:** Given that this is a conceptual paper, we do not yet test the model although we illustrate it based on exploratory research on teachers in the Netherlands.

**Research/practical implications:** A better understanding of how to align work with both professional identity and organizational value could help mitigate the high burnout among professionals.

**Originality:** Theorizing on professionals' work experiences is scarce. To our knowledge this is the first attempt to simultaneously consider the impact of professionals' identity and organizational value at the level of work activities on professionals' well-being and performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Work Motivation**

Th-OR-S46-1

**Which Comparison Do I Seek: Goal Orientation Predicts Preferences for Four Comparison Standards**

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**Content:** *Purpose:* Employees receive different kinds of comparison information in their performance evaluation, but which of them motivate them to perform better? Goal orientation theory suggests individual differences regarding peoples' comparison preferences. Learning oriented individuals (LO) focus on improvement and seek intrapersonal, temporal comparisons. Performance approach (avoidance) oriented individuals (PO) seek to outperform (not be outperformed by) others. They use a social, static standard. This conceptualization confounds two comparison dimensions: Time related (static vs. temporal), and person-related comparisons (social vs. non-social). A 2x2-framework leads to two additional comparison standards: comparisons to an objective standard (static, non-social) and temporal social comparisons. We test which comparisons LOs and POs make, and which of them are motivating.

*Design/Methodology:* In Study 1, Mturk participants filled out a goal orientation measure, completed three rounds of the Stroop test, and then rated their preference for the four comparison standards. In Study 2, Dutch students filled out the goal orientation measure (T1), and rated their comparison preferences and academic aspirations (T2).

*Results:* In addition to temporal self-comparisons, LOs compare to an objective standard. POs make static and temporal social comparisons. Only temporal self (LO) and temporal social (PO) comparisons are motivating.

*Limitations:* Future research should test whether these comparison standards influence actual performance.

*Research/Practical Implications:* Managers should give employees information on temporal self-comparisons (LO) and temporal social comparisons (PO), as these are motivating.

*Originality/Value:* This research expands the perspective on goal orientation and comparisons by two new comparison standards: temporal social comparisons and comparisons to an objective standard.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

Sa-OR-S117-2

**Status Inconsistency in Work Groups: How Discrepancies between Instrumental and Expressive Status Result in Symptoms of Stress**

H. J. Van De Brake\*, A. Grow, J. K. Dijkstra

**Content:** This study examines whether a mismatch between the positions that individuals hold in different status hierarchies results in symptoms of stress. Prior research has focused on inconsistencies between socioeconomic status dimensions (e.g., education and income) and did not find a significant relation between status inconsistency (SI) and stress. In this paper, we build on research on role differentiation and propose to study SI in work group settings, focusing on discrepancies between *instrumental* status (an employees' ability to make contributions to the collective goals of the group ) and *expressive* status (an employee's ability to make contributions to the social integration of the group). The literature suggests that such an inconsistency is an important source for work stress, with group members feeling either 'liked but not effective', or 'competent but on their own'. As such, we hypothesize that SI results in feelings of uncertainty and frustration, manifesting itself in stress-related symptoms.

We test this hypothesis with data collected in a Dutch childcare organization ( $N=93$ ), linking individuals' experienced work stress to peer-ratings of their social status. Polynomial regression analysis, visualized in response surface plots, indicated that inconsistencies in both directions indeed increased work stress, and that the effect is stronger when instrumental status < expressive status. We note that this study has methodological strengths (peer-rated status measures; response surface plots), as well as limitations (sample size; no self-perceptions of status). Together, we hope that the theory and results presented here offer a promising agenda for future research on SI.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Sa-OR-S143-1

## **Academic Workload, Well-Being and Workaholism in Italian Universities**

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**Content:** As suggested by Romainville (1996), universities are the only organizations focussed on dual core functions of knowledge creation and knowledge transmission through the processes of research and teaching. University academic staff do complex work in an increasingly demanding environment, so the workaholism risk seems to be higher than in other professions. Although this type of work behavior seems to be culturally approved by the academic community, it constitutes an element of risk for the health and well being of those who have chosen this type of profession on the basis of different expectations, especially in pace, amount, and independence at work. A very interesting line of research (with the keyword Academic Workload) explores the physical and psychological risk of this continuing increase in work demands that affect the academic world, where an increasingly competitive and intense research (or rather, the publication of research work) overlaps with teaching and supervision requests and a more explicit request to spend more time in raising funds (Tight, 2010). The present work aim to explore the connection between Academic Workload, well-being, and the possible effects of addiction to work in academics. The participants of this study are 332 Italian university teachers, balanced by research field and size of their university. We administered the DUWAS scale (Dutch Workaholism Scale, Taris, Schaufeli & Verhoeven, 2005), which investigates two dimensions, Work Excessively (WE) and Work compulsively (WC), a scale that investigates the Academic Workload (AW) developed by Houston, Meyer & Paewai (2006), which explores three dimensions (academic overload, teaching and research activities, academic environment) and the General Health Questionnaire (GHQ-12, Goldberg, 1978). Results show a close relationship between the academic commitment, risk of addiction to work and levels of discomfort above the threshold suggested by the GHQ literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

Sa-OR-S130-3

**Knowledge workers' subjective experience of privacy in open office environments**

C. Weber\*

**Content:** Privacy impairment is a frequently reported issue in open office environments, yet the psychological process behind this experience and its consequences remain unclear. To investigate this and to address shortcomings of previous studies, the study focuses on the incongruence between workers' desired and achieved levels of privacy (privacy congruence) and on the appraisal process of its stressful nature. It was expected that negative experience of privacy affects the perception of work stress, fatigue, and subjective task performance. Further, as optimum privacy levels fluctuate depending on contextual and personal variables, it was expected that these impact both the level of privacy congruence and the assessment of coping resources (secondary appraisal). Preliminary regression and correlation analyses on 254 survey responses from an office worker sample in the UK show that the relationship between unmet privacy needs (privacy congruence) and perceived stress at work seems to be mediated by the assessment of coping resources. Further, unmet privacy needs seem to be positively associated with fatigue and negatively associated with self-rated task performance. These results need to be interpreted with caution due to their preliminary nature. More advanced statistical analyses are required to test for further limitations, i.e. reciprocal links within the model or control for job demand. As contextual variables such as choice of work settings seem to influence the assessment of coping resources results could inform physical workplace design. To our knowledge this is the first study investigating the psychological process of privacy experience by using a transactional model of stress.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Sa-OR-S130-2

## **Technostress at work – a longitudinal study of age-contingent coping strategies**

N. Hauk\*, S. Krumm<sup>1</sup>

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**Content: Purpose:** Technostress refers to the inability to adapt to technological changes and cope with technology related stressors. Previous research as well as existing age-stereotypes point to higher levels of technostress in older adults. On the other hand, life-span theories of control posit that age is related to higher resilience and more efficient coping strategies. In the current study, we examined both active and passive technology-related coping strategies as well as technostress in a longitudinal design. We hypothesize that older adults will use more active coping and passive coping strategies and that the relationship between age and technology-related strain is mediated through these coping strategies.

**Design/Methodology:** Hypotheses were tested in a three-wave panel study over a time period of 8 months with 631 adult employees.

**Results:** As hypothesized, age was negatively correlated with technology-related strain. Contrary to our hypotheses, age was unrelated with active coping and negatively correlated to passive coping. The relationship between age and technology-related strain was mediated through behavioral disengagement but not through other coping strategies.

**Limitations:** Other coping strategies such as cognitive reappraisal might be influential in addressing technology related stressors, but have not been considered in this study.

**Research/Practical Implications:** The perception of technology related stress and connected emotion regulation styles are relevant for an age-sensitive human resource management.

**Originality/Value:** Results contrast the common view that older employees are more vulnerable to technology related stress at work. We extend existing knowledge about the interplay of technology related strain and age-contingent coping strategies.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Fr-OR-S84-6

## **What are challenge stressors? An extended model conceptualization and examination of u-shaped effects on well-being**

M. Kern\*, D. Zapf

### **Content: Purpose**

The challenge – hindrance stressor framework has been confronted with serious criticism over the last years. Until now, there is no clear understanding of job demands acting as challenge stressors. A major part of research has been done with conglomerate measurements. Moreover, boundary conditions have been investigated, which may have an impact on whether job demands are potential challenges or hindrances across different professions.

With respect to action theory and the stress-as-offense-to-self-approach, we present an extended conceptualization of challenge and hindrance stressors. Thus, we are able to categorize job demands as challenges due to defined criteria. Additionally, we posit that positive effects of challenge stressors disappear under high stressors conditions and examine u-shaped relationships on health and well-being outcomes. Furthermore, we test participants at two different times.

### **Design/Methodology**

221 employees filled out a questionnaire about different stressors, perceived illegitimacy of job conditions and health outcomes. Data was analyzed using structural equation modeling.

### **Results**

As hypothesized, results showed different effects for challenge and hindrance stressors on health and well-being, with challenge stressors having some benefits. Perceived illegitimacy moderated the relationships between stressors and outcomes. Finally, u-shaped relationships could be identified for most well-being variables. With respect to longitudinal effects, results are under preparation.

### **Limitations**

The present study only used self-reports. Moreover, different job types could not be analyzed separately as result of sample size.

### **Research/Practical Implications**

The results offer a better comprehension of challenge and hindrance stressors with precise implications for job redesign. Thus, we were able to resolve some of the criticism regarding the challenge – hindrance stressor framework. In order to make more accurate assumptions about effects, we suggest taking the job itself as well as boundary conditions into account.

### **Originality/Value**

To the best of our knowledge, this is the first study providing an adjusted view on the challenge – hindrance stressors framework by integrating action theory and emphasizing legitimacy of working conditions.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Work stressors***

Sa-OR-S143-3

**Health Coaching and Preventing Burnout with Psychosocial Teams**

S. Antunes\*

**Content:** With the arrival of thousands of refugees to Europe, European countries face a new challenge which relates to the reception and integration of refugees families and individuals in each host country.

Portugal is facing the same challenge. In this sense, the Portuguese Psychologists Association has decided to create a prevention program of Burnout of Psychosocial Technical Team of the Portuguese Red Cross, responsible for the integration of a group of 48 refugees.

Our communication aims to share the results of this program which includes the assessment of psychosocial risks, a health coaching program for technicians identified as being at risk and a training program on preventing burnout .

With this training we aim to help the Psychosocial Technicians Team to identify stress and burnout Symptoms, as well as the their associated risks.

After the training, the trainees will be qualified to implement stress and burnout prevention programs and to initiate actions and strategies that allow to recover the carers from psychological and physical exhaustion.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Work stressors*

Fr-OR-S84-5

**JOB STRESSORS, EMPLOYABILITY, JOB SATISFACTION AND TURNOVER INTENTION – A LONGITUDINAL ANALYSIS**

M. Jacobs\*

**Content: Introduction:** Employees working in organisations are typically faced with an increase in work load, less resources and more uncertainties about the role and accountabilities. For the purpose of this research, job stressors (task completion ambiguity, task quality ambiguity, competency demands and employability perceptions) were conceptually reviewed. The investigation also focused on how job satisfaction may play a mediating role between these and employee turnover intentions in a multi-national African mining organisation.

**Method:** The sample consisted of 771 employees participating at Time 1, and 345 participating at Time 2. The Pearson's product-moment correlation coefficients were used to determine the relationship between the variables. A regression analysis was employed to clarify the contribution of task completion ambiguity and task quality ambiguity, competency demands and employability perceptions to turnover intention over time. To test for the hypothesized mediating effect of job satisfaction on the intention to leave the organisation, procedures as outlined by Baron and Kenny (1986) were implemented.

**Results:** Results indicate that in predicting employees' turnover intentions, experience of task completion ambiguity, external employability and job satisfaction make a direct contribution in predicting their intention to leave the organisation. No mediating role of job satisfaction between job stressors, competency demands and employability perceptions on the one hand, and turnover intentions on the other hand, was found.

**Discussion:** This study represents the first attempt in South African literature to investigate if job stressors in the workplace correlated with other outcomes, by means of a longitudinal approach. The measurement over time confirmed the prolonged effect of the job stressors as leading to a negative outcome for the individual and the organisation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Sa-OR-S117-3

#### **Workplace bullying: mediator between leadership styles and burn-out and depression?**

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**Content: Purpose and design:** In this survey the mediation of workplace bullying of the relationships between leadership style, burnout and depression was investigated amongst 223 employees (77.1% men, 22.9% women) of a large industrial organisation in the Netherlands. Hypothesized was that the autocratic and laissez-faire leadership styles go together with more bullying and higher levels of burn-out and depression and the transactional and transformational leadership styles with less bullying and lower levels of burn-out and depression.

**Method:** The variables were measured with validated questionnaires about charismatic leadership (CLIO,  $\alpha = .90$ ), workplace bullying (NAQ,  $\alpha = .87$ ), depression (DASS,  $\alpha = .95$ ) and burn-out (UBOS-A,  $\alpha = .74$ ).

**Results:** Regression analysis showed that mediation of workplace bullying was only found in case of transactional leadership and in the predicted direction for both burn-out and depression. The laissez faire style was directly related to lower levels of depression but not to burn-out. No correlations were found between autocratic and transformational leadership and depression and burn-out.

**Limitations/strengths:** The data were gathered in a more hierarchical organized, male dominated industrial organisation. Perhaps transactional leadership fits more into their organisation culture than the other leadership styles. This makes generalization of the data difficult. Nevertheless, the investigation yielded added value because possible mediation of workplace bullying of the relationships between leadership styles and depression and burnout is sometimes suggested in literature, but has not been shown before. The results indicate that leadership styles direct or indirectly could contribute to employee's health.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Sa-OR-S130-4

## **Effects of Heat and Noise on Risky Decision Making**

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<sup>1</sup>Personnel and Organizational Psychology, RWTH Aachen University, Aachen, Germany

### **Content:**

#### **Purpose**

Nearly half of the European workforce is working in an office or office-like environment. Noise and moderate heat stress are among the most often reported stressors in these work settings. While the influence of time pressure has been widely investigated, it remains unclear whether noise and heat impair decision making under risk, too.

#### **Design**

Two studies comprising 128 participants were conducted to examine the possible detrimental effects of noise and moderate heat stress on decision making. The following risk tasks were employed: a lottery task, the Balloon Analogue Risk Task and two risk scenario questionnaires (Choice Dilemma Questionnaire and Risk Scenario Questionnaire). The first study involved three noise stressors presented at 60dB(A) and a quiet condition. In the temperature study, participants completed the three risk tasks either in a warm or neutral environment (28°C vs. 24°C).

#### **Results**

Compared to the other conditions, a radio podcast sound-file caused a significant increase in risk aversion in the CDQ task. Elevated ambient temperature caused an increased risk affinity in the BART task and in the two scenario questionnaires. This effect was more pronounced for female participants.

#### **Limitations**

Whether the results generalize to field conditions (e.g., a full working day or the impact of the decisions) needs to be tested.

#### **Originality and Practical Implications**

To our knowledge, this is the first study investigating the influence of objective workplace stressors on risky decision making. The results support the necessity to monitor hitherto neglected objective stressors to prevent an impairment of employees' decision making.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Sa-OR-S117-4

## **When Quality Beats Quantity – Satisfaction with Availability as the Critical Antecedent of Stress**

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<sup>1</sup>Marketing and Human Resource Management, Technische Universität Darmstadt, Darmstadt, Germany

### **Content: Purpose**

Communication technologies change our working lives by enabling to stay connected anywhere and anytime (Ayyagari et al. 2011). Recent studies suggest that the volume of work-related connectivity after hours involves both advantages and disadvantages in the context of stress (e.g., Fonner & Stache 2012; Lanaj et al. 2014). These mixed results suggest that apart from availability volume, the individuals' qualitative evaluation of their availability may be critical for its effects on stress. Building on affective events theory (Weiss & Cropanzano 1996), we therefore argue that availability satisfaction is significantly related to stress beyond availability volume. In line with self-determination theory (Ryan & Deci 2000), we further hypothesize that the motivation for being available is a critical antecedent of availability satisfaction. In more detail, we argue that individuals who are self-determined in their availability are more satisfied than individuals who are available due to feelings of pressure (Ryan & Deci 2000).

### **Design/Methodology**

To test these hypotheses, we collected data from 589 participants at two times.

### **Results**

Stepwise regression analyses and ANOVA supported the hypotheses.

### **Limitations**

The study is limited since analyses are based on self-report data only.

### **Research/Practical Implications**

Results suggest that availability satisfaction has the crucial effect on stress rather than availability volume which challenges corporate initiatives that focus on restricting volume only. Instead, feelings of autonomy should be increased and availability expectations should be discussed.

### **Originality/Value**

To our knowledge, the present study is the first considering availability satisfaction apart from volume and identifying motivation as a determining antecedent.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Fr-OR-S64-4

## **All work and no play: The relationship between daily stress and daily creativity as a function of neuroticism and work context**

K. Bormann\*

### **Content:** Purpose:

The purpose of this study was to explore under which circumstances daily work stress is positively related to two outcomes of daily creativity namely daily problem solving and daily idea generation. Building on resource allocation and uncertainty theory, I argued that highly neurotic individuals' creativity, relative to their emotional stable counterparts, is more strongly enhanced by daily work stress. This effect, however, should only emerge in instances of highly consistent daily stress over time and in jobs with high task identity.

### **Design:**

To test this model, a diary study was conducted spanning over five subsequent working days. The sample consisted of 261 individuals with 1201 daily measurement points.

### **Results:**

As expected, neuroticism and dispersion of stress over time jointly moderated the relationship between daily work stress and both daily creativity outcomes. The relationship was positive and significant only when individuals ranked high in neuroticism and dispersion of stress was low. No significant results were found for task identity.

### **Research/practical implications:**

The results of this study suggest that under certain circumstances, neurotic individuals are able to realize more gains from increased stress compared to their emotional stable counterparts.

### **Limitations:**

Daily stress and daily creativity were assessed within the same daily survey. Accordingly, common source and rater issues might have biased the results.

### **Originality/value:**

This study is one of the very first to shed light on the beneficial effects of neuroticism in work settings complimenting personality research.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

Sa-OR-S117-1

**Care Work, Zero-Hours Contracts and Employee Wellbeing**

J. Ravalier\*

**Content:** It is widely accepted that various organisational factors impact employee health including psychosocial working conditions and working patterns, with some occupations being markedly more stressful than others. While it is known that healthcare providers such as doctors and nurses have highly stressful jobs, care workers who provide assisted living to those with psychological and physiological disabilities and provide services such as medication administration are not widely investigated despite there being over 1.6 million of these workers in the UK. Furthermore zero-hours contracts are widely denigrated in the UK media, without any academic research on the topic.

This two-phase study is among the first to investigate psychosocial working conditions for care workers in the South West of England via a survey (n=225), and the first to investigate the impact of zero-hours contracts on care worker wellbeing via a number of semi-structured interviews of those with zero-hours contracts (n=24) and those with set hours contracts (n=15).

Results suggest that psychosocial working conditions are slightly increased in these employees than the UK benchmark averages as measured by the Management Standards Indicator Tool, apart from the 'control' measure, adequate levels of general health, and medium engagement. Qualitative preliminary results determine that power issues and work-life balance associated with zero-hours contracts were particular stressors, although the flexibility offered with these contracts is a buffer to stressors when in combination with mutual power relations with management. Lack of management support and low pay were associated with care work in general. Further investigation is required regarding impacts of zero-hours contracts, while investigation of the role of control is also required in care workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Sa-OR-S118-2

## **Variance of self-control demands moderating the relations between mean levels of self-control demands and ego depletion**

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**Content: Purpose:** In addition to strong evidence for the adverse effects of work-related self-control demands (SCDs) on well-being from cross-sectional studies, recent research has demonstrated that SCDs fluctuate across days and that high day-specific SCDs predict impaired well-being. These relations can be accounted for by the model of limited self-control strength, which suggests that different acts of self-control draw on a limited regulatory resource and that depletion of this resource can manifest as impaired well-being. Based on this model, in the present study, we examine the interplay between mean levels and variance of SCDs during the day and their impact on well-being. In line with the model of limited self-control strength, we propose that day-specific mean levels of SCDs impair day-specific well-being. Moreover, drawing on the idea that a high variability of SCDs during the day may facilitate recovery of the regulatory resource, we argue that high day-specific variance buffers the adverse effects of mean levels of SCDs on well-being. That is, on days with high variability of SCDs, employees suffer less from high mean levels of SCDs compared to days with low variability.

**Design/Methodology:** Our study is based on self-reports of 67 employees who participated in a diary study over 10 consecutive days. SCDs were measured one hour after the beginning of work, at midday and one hour before the end of work. As criterion variables we used ego-depletion and subjective vitality measured two hours after work.

**Results:** The results suggest that day-specific mean SCDs are negatively related to well-being and that day-specific variance of SCDs buffers this relationship.

**Research/Practical Implications:** The results suggest that changes of SCDs over the course of a working day may provide opportunities of recovery and thus, facilitate coping with high SCDs during the day.

**Originality/Value:** Our study examines the interplay of mean levels and variability of day-specific SCDs.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee stress and burnout***

### ***Work stressors***

Fr-OR-S84-4

#### **Not all challenges are equal: Consequences of job challenge related to the content and load of work**

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**Content:** Purpose: The proposed outcomes of developmental challenge and challenge stressors largely overlap (Cavanaugh, Boswell, Roehling, & Boudreau, 2000) and researchers have begun to use these concepts interchangeably (e.g., Dong, Seo, & Bartol, 2014), assuming that these constructs represent the same phenomenon. Instead, we argue that they represent different phenomena that have a different impact on employee outcomes. That is, developmental challenge refers to challenges that enrich employees' jobs and relate to the *content* of work (e.g., novelty, complexity; De Pater, Van Vianen, Bechtoldt, & Klehe, 2009). In contrast, challenge stressors (e.g., time pressure, the volume of work; Cavanaugh et al., 2000) refer to challenges that intensify work and are related to the *load* of work. We test this assumption and examine the concurrent effects of job content and job load challenge on employee performance, learning, health, and wellbeing.

**Design:** We conducted an ESM study with 109 participants (3 daily measures; 10 workdays).

**Results:** Job content challenge relates positively to performance, learning, health, and wellbeing through challenge emotions; job load challenge relates negatively to these outcome variables through threat emotions.

**Limitations:** Our participants were interns. Hence, generalizability of the results should be examined.

**Implications:** Understanding that job content and job load challenge represent different constructs (that have different effects) provides concept clarity, is essential for accumulating knowledge, and building a bridge between research and practice (Suddaby, 2010).

**Originality:** This is the first study that distinguishes between job content and job load related challenges and examines their concurrent effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Sa-OR-S143-4

## **An Examination of Stressors, Strain and Resilience in Academic and Non-Academic UK University Job Roles**

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<sup>1</sup>University of Manchester, <sup>2</sup>Robertson Cooper Ltd, Manchester, United Kingdom

### **Content: Purpose**

Recent years have seen changes within the academic profession (e.g., increasing student numbers), which are likely to increase workplace stress. The research aims to determine the main workplace stressors for academics compared to non-academic staff (Aim 1), to understand the stressors that influence psychological and physical ill-health for academics and non-academics (Aim 2), and to examine the role of resilience in the stressor-strain relationship (Aim 3).

### **Design/Methodology**

2841 participants (n=881 academic, n=1960 non-academic job roles) from 3 universities completed the ASSET measure, which includes 8 stressor dimensions (resources and communication; control; overload; work-life balance; job security; work relationships; pay and benefits; job conditions), two measures of strain (psychological and physical ill-health) and a measure of resilience.

### **Results**

Academics reported higher work overload and poorer work-life balance than non-academic staff. Psychological and physical ill-health were most strongly associated with work-life balance and job conditions. Resilience was both directly related to ill-health and indirectly through individuals' perceptions of stressors.

### **Limitations**

The cross-sectional design prevents conclusions about causality. Multiple timepoints are needed to test whether changes in the academic environment are corresponding with changes in stress.

### **Research/Practical Implications**

Insights are provided where Universities might target stress preventions for two core staff groups. Resilience was identified as a resource through which staff health can be bolstered.

### **Originality/Value**

The findings indicate that occupation-specific investigations produce more concrete guidance for practitioners. Research on resilience in working samples is still scarce. The study advanced the understanding of the mechanisms through which resilience impacts on health.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

Sa-OR-S118-1

### **What you should do during breaks to be a high performer**

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#### **Content: Purpose**

Many employees have to perform their tasks under high workload and in shared offices which may hinder them to engage in break activities such as texting family members. But if carried out, these micro-break activities may help employees to maintain their performance levels throughout the workday.

#### **Design/Methodology**

We used data from a longitudinal study covering three waves over two years (N=357) and tested a mediation model. Controlling for baseline, micro-break activities (measured by the subdimensions relaxation, nutrition-intake, social, and cognitive activities; t2) and performance (contextual performance and creativity; t3) were regressed on workload (t1) and number of coworkers in the office (t1), and performance was regressed on micro-breaks.

#### **Results**

Workload, but not having to share the office with coworkers, was a significant positive predictor of performance. Employees who engaged in social or cognitive micro-break activities reported higher levels of performance while nutrition-intake was associated with lower levels of performance.

#### **Limitations**

The study relies on self-report solely.

#### **Research/Practical Implications**

The positive association between workload and both performance indicators implies that employees are able to cope with the demands, but organizations may still carefully monitor those individuals because workload may impair their recovery over longer time periods. Based on our results, organizations and supervisors may encourage employees to engage in social and cognitive break activities.

#### **Originality/Value**

In this study we not only evaluate the effects of habitual break activities but also how these activities may be affected through the psychosocial and physical work environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

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**Content:**

**Purpose**

The factories of the future will be equipped with cyber-physical systems. There is a big potential resulting: fast information transmission and automated tasks can increase performance and quality of the manufacturing process. Regardless, the humans will still play a very important role in the future because technical and economic reasons but also because of their unique human abilities. Therefore, we assume that the success of the cyber-physical production systems will depend on a human-oriented design of its numerous human-machine interfaces. Thus we claim, that there are several basic design principles for cyber-physical elements in production systems which can be derived, analysed and described by experiments. For that research an experiment platform is necessary which can be used for evaluating design proposals.

**Design / Methodology**

The experiment platform shall consist of a number of microcontrollers connected via network. That system enables working on artificial work tasks by test persons. In parallel, interviews with the test persons shall be conducted.

**Results**

We developed a network of Raspberry Pi computers equipped with touch displays. Via a self-developed Python software work tasks and interviews with the test persons can be displayed and evaluated.

**Limitations**

Currently, only one test person can work at the system simultaneously. Thus the system shall be equipped with a feature to enable multilateral interaction as well.

**Research / Practical implications**

The system enables the Conduction of experiments with an interdisciplinary focus consisting of human factors, ergonomics, work psychology and engineering science.

**Originality / Value**

To our knowledge, an experimental platform with that special focus on the factories of the future and cyber-physical production systems has not been developed yet.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Sa-OR-S137-1

**The career goal of becoming a professor – relations with present and future commitment to the work and the private life**

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**Content: Purpose:** Regarding personal life planning, individuals differ in setting priorities concerning the present and future commitment to the work and the private life. We investigated the impact of feeling committed to the work and the private domains on young scientists' goal of becoming a professor.

**Design/Methodology:** Analyses are based on a sample of 2358 young scientists from the STEM-fields (39,1 % women) who are taking part in an ongoing longitudinal project on scientists' career plans and paths; currently four measurement points in six-month intervals took place.

**Results:** Multiple regression analyses showed that being highly committed to work life, currently as well as anticipated for the future, increased striving for a professorship among PhD students and Postdocs. Moreover, among Postdocs the present commitment to private life was negatively associated with this career goal.

**Limitations:** The sample consists exclusively of scientists from the STEM-fields.

**Research/Practical Implications:** Individuals differ in setting priorities regarding the present and future importance of work and private life depending on their career stage and goals. Striving for particularly hard to achieve career goals, such as a professorship, is associated with a long-term commitment to this goal.

**Originality/Value:** This study considers young scientists at different career stages, namely PhD students and Postdocs. We contribute longitudinal knowledge on how actual and anticipated future priority-setting in the work as well as the private life affect striving for a leading position in academia.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

Fr-OR-S76-4

**Work-nonwork boundary management style: a byproduct of one's job characteristics?**

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**Content: Purpose:** Today in many occupations work is not constricted to specific time and place. Hence, it is emphasized in work-nonwork boundary management literature that employees have to create, maintain, and negotiate boundaries between their work and nonwork domains. In our study, we first investigated what kind of boundary management styles individuals have when both cross-role interruption behaviors from 1) work to nonwork and 2) nonwork to work, are considered. Then we posed a question: How are these styles determined by job characteristics?

**Design/Methodology:** Our study was conducted among Finnish employees (N = 1,106, 61% women) working amongst several fields (e.g. education, information technology and media). Latent profile analysis (LPA) was used to investigate whether there existed homogeneous subpopulations in our sample that reflected different work-nonwork boundary management styles. The differences between the boundary management styles in job characteristics were investigated using analysis of covariance (ANCOVA) controlling for demographic factors.

**Results:** The boundary management styles identified were: Work Guardians (21%), Nonwork Guardians (14%), Integrators (25%), Separators (18%), and an Intermediate Group (22%). Work Guardians reported highest time pressures, Integrators highest emotional demands and Nonwork Guardians lowest cognitive demands at work. Integrators reported highest autonomy and task variety, and Segmentors highest co-worker support.

**Limitations:** Our cross-sectional design does not warrant causal conclusions and co-worker and spouse evaluations about actual work-nonwork interruption behaviors would strengthen study designs in future.

**Implications, value and originality:** Our results emphasize the perspective that besides personal preferences also job characteristics may substantially shape work-nonwork boundary management styles.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Work-Life Interface**

### **Work-family balance**

Fr-OR-S76-3

#### **Is creating work-home balance a shared responsibility?**

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#### **Content: Purpose**

Despite the growing importance of work-home balance in today's work environment, research on contextual and individual predictors of balance is still limited. First, the few studies that investigated the impact of the work context on balance did so in a piecemeal manner. To create a broader insight, we examine a more comprehensive set of work demands and resources. In addition, because we recognize that employees also play a role in shaping balance, we examine how individual coping strategies influence balance. Moreover, we also investigate interactions between individual and contextual predictors of work-home balance.

#### **Design/methodology**

Longitudinal three-wave data have been collected from 353 employees at 2 Belgian organizations. Data were analyzed using autoregressive SEM.

#### **Results**

Preliminary analyses showed that emotional demands negatively affect balance, while workload and cognitive demands do not. Organizational and colleague support have positive effects on balance. Supervisory support played a significant role in promoting positive thinking and taking action. Together with humor, these coping strategies increased balance.

#### **Limitations**

Future research is needed to examine other possible coping strategies and to determine whether our findings generalize to other cultural and occupational settings.

#### **Research/practical implications**

This study advances our understanding of how employees' experiences of work-home balance are formed and indicates that it is not solely the work context, but also how the employee perceives and acts within this context that influences balance.

#### **Originality/value**

This study is (one of) the first to examine how personal coping strategies influence balance and how these may interact with contextual predictors.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Work-Life Interface***

***Work-family balance***

Fr-OR-S58-4

**Does mother's work engagement and recovery from work matter for children's life satisfaction?**

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**Content:** Purpose: The present study examines whether mothers' positive work-related experiences (work engagement, recovery from work) are indirectly linked to positive outcomes in their children (life satisfaction) via mothers' perceived life satisfaction and closeness with the child.

Design: The sample consisted of 671 Finnish mother-child dyads. The study is based on quantitative data analyzed via structural equation modelling.

Results: The results showed that mothers' work engagement and recovery were positively and indirectly associated with children's life satisfaction via maternal life satisfaction and closeness with the child. The findings suggest that work-to-family crossover does indeed occur from mothers to children, and may well also concern positive work-related experiences.

Limitations: The study is cross-sectional.

Implications: Employers should pay attention to mothers' work engagement and good recovery from work, because mothers' positive work-related experiences are likely to promote maternal life satisfaction and a positive parent-child relationship which, in turn, may be reflected in children's better well-being. Job resources boost work engagement, whereas mental detachment from work while not working is vital for recovery from work. These issues deserve attention, particularly among working mothers.

Originality: Theoretically the study is based on the spillover and crossover models of work-family interface, which have so far been overlooked as regards positive work-to-family crossover, particularly in the parent-child dyad. This is among the first studies focusing on genuinely positive work-to-family crossover effects from mothers to children.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Work-Life Interface***

### ***Work-family balance***

Sa-OR-S137-3

## **Networking and Job Crafting in the Work-Life Interface: Insights from a Diary and Panel Study**

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### **Content: Purpose**

Our study aims to shed light on the relationship of job crafting, networking, and the work-nonwork interface. We examined effects of networking and job crafting on work enhancement and work interference with personal life on a daily level as well as over several months. We also investigated whether perceived support of colleagues and positive affect at work are mediating these relationships.

### **Design / Methodology**

We conducted two studies. Study 1 was a diary study with assessments after work and before going to bed over five consecutive days. Study 2 was a longitudinal study containing three measurements, each two months apart.

### **Results**

Intra-individual positive effects of networking on support of colleagues and positive affect, and of job crafting on positive affect were observed on daily level. Additionally, support predicted work enhancement of personal life positively. In Study 2, networking positively predicted positive affect, and work enhancement of personal life, mediated by perceived support. However, job crafting predicted more work interference of personal life.

### **Limitations**

All data are self-report and the age range is restricted to a young sample.

### **Research / practical implications**

Proactive behaviours effect the nonwork domain in positive and negative ways and therefore should not be neglected in theory of work-nonwork interactions as well as in practice.

### **Originality / value**

This is the first study to combine networking and job crafting with the nonwork domain. Additionally, daily and effects over several months of these proactive behaviours were found, whereas negative effects of job crafting were shown.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Th-OR-S18-2

**Supervisor and Organization Support for Family: A Moderated Mediation Model Predicting Work Interference with Family**

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**Content: Purpose**

Support from supervisors and employing organizations is essential in helping employees manage their work and family roles. However, little research has examined the mechanisms by which family-supportive supervision (FSS) and family-supportive organizational perceptions (FSOP) are linked. Using organizational support theory, we developed and tested a model in which subordinates' trust in supervisors was proposed to mediate the relationship between FSS and FSOP, moderated by supervisor's organizational embodiment. Further, the moderated mediation was expected to extend to the prediction of work interference with family.

**Design/Methodology**

Data were collected from 221 working adults via three web-based surveys administered at six-week intervals.

**Results**

The moderated mediation model was tested using path analysis. Hypothesized relationships were supported. Trust in supervisor mediated the relationship between FSS and FSOP, only at higher levels of organizational embodiment. The conditional indirect effects of FSS through trust in supervisor and FSOP predicted work interference with family, again only when the supervisor greatly embodied the organization.

**Limitations**

Self-report measures were necessary, which may raise concerns about common method bias. However, the time separation of the data collection lessens this concern.

**Research/Practical Implications**

Future research should examine factors that account for the relationship between FSS and FSOP when supervisor organizational embodiment is low, and investigate trust and organizational embodiment among subordinates within work groups and across levels of leadership.

**Originality/Value**

Findings illuminate the nature of the link between FSS and FSOP. Employees perceive greater FSOP when supervisors engage in FSS, gain trust, and are perceived to embody the organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Fr-OR-S58-3

**Positive Psychological Micro-Interventions to Improve the Work-Family Balance: A field experiment among working mothers**

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**Content: Positive Psychological Micro-Interventions to Improve the Work-Family Balance: A field experiment among working mothers**

**Maria C.W. Peeters, Elianne F. van Steenbergen and Jan Fekke Ybema, Utrecht University, Department of Social, Health and Organizational Psychology, The Netherlands**

**Purpose**

The extent to which employees experience role conflict or role enrichment in combining work- and family roles can have far reaching consequences for their health and wellbeing. Therefore, it is important to stimulate initiatives that can improve the work-life balance. One way is to influence the cognitive appraisal of the combination of work and family life. Based on insights from the Transactional Model of Stress and positive psychology we developed and tested two micro-interventions called ‘use your resources’ and ‘count your blessings’, aimed at influencing the cognitive appraisal of role combination.

**Design/Methodology**

A field experiment with three conditions and three measurements among working mothers (N= 218) was conducted.

**Results**

Hierarchical linear regression analyses showed that the intervention “use your resources”, was promising for improving the combination of work and family roles, but only if participants complied to the instructions to do their exercises on most days.

**Limitations**

Due to the restrictions in sampling technique it is difficult to generalize the results to the whole population of working mothers.

**Research/Practical Implications**

Employees can implement the strategy “use your resources” on their own initiative and on a daily basis in order to boost their work-family balance.

**Originality/Value**

This research is one of the first that uses a pro-active approach to provide new insights in the possibility to influence the work-family balance.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Fr-OR-S76-2

**Technology-assisted supplemental work, work-family interface and gender difference: an Italian study**

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**Content:** Purpose – The relationship between the technology-assisted supplemental work (TASW) and the wellbeing outcomes is a recent issue in scientific literature. Whether TASW may have a positive or negative impact on work-family balance remains an open question (Fenner & Renn, 2004; Derks & Bakker, 2014; Derks et al., 2015).

Using the JD-R model, this study aimed to investigate the relationship between TASW and work-family conflict (WFC) and enrichment (WFE), taking into account some demands and resources, and looking, specifically, at the role of gender.

Design/Methodology – Our hypotheses were tested with a convenience sample of 724 workers. Data were collected with a self-report questionnaire and analysed through structural equation model multi-group analysis (MPLUS7).

Results – The estimated structural equation model (Chi-square (508) = 1077.15;  $p < .01$ ; CFI = .94; TLI = .94; RMSEA = .06 (.05, .06); SRMR = .05.  $M = 345 / F = 379$ ) showed that TASW is positively related to WFC in women and men; TASW is positively related also to WFE only in male subsample.

Limitations – Cross-sectional design, the use of a self-report questionnaire and the convenience sampling method are the main limitations of this study.

Research/Practical Implications – Our findings suggest to pay attention to gender differences in the study of the impact of TASW on work-life interface.

Originality/Value – This study contributes to the literature on new challenges in work-life interface analysing the association between TASW and work-family conflict and enrichment.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Fr-OR-S58-2

**Advancing our knowledge of crossover between dual career partners**

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**Content: Purpose:** *Crossover* relates to the transfer of stress and strain from one family partner to another. Studies based on quantitative methods have supported its prevalence via three mechanisms: direct crossover via empathy, indirect crossover, and common stressors. However, there is scarce research concerning *what* circumstances crossover is being experienced, and *how* it impacts the partner. The current research focuses on the question: *How do work-related experiences affect the interactions at home for dual-career dyads that lead to crossover?*

**Design/Methodology:** We report a qualitative study of 16 dyads. A semi-structured interview schedule was designed and informed by the crossover research literature.

**Results:** We demonstrated that crossover of stress and/or strain from one partner to another was a complex multi-stage process. Negative crossover was evident in circumstances where inadequate or iniquitous social support, coping strategies, and/or communication characteristics have been implemented. Conversely, crossover of positive work-related experiences was a more direct process, and contributed towards the validation of shared challenges and achievements towards common goals.

**Limitations:** The extent to which each person was open and honest about the information they disclosed in front of their partner.

**Originality/Value:** Using phenomenological methods, joint interviewing and template analysis, we identified a unique five-stage crossover process involving intra and inter-level coping strategies.

**Research/Practical implications:** Adopting an innovative research design enabled the current research to progress understanding of the crossover process from multiple perspectives and going one step further, looking at the consequences of crossover which may lead to the development of therapy and workplace interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

Fr-OR-S58-1

**Motivational and relational enablers of enriching return-to-work experiences following maternity leave: A longitudinal study**

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<sup>1</sup>Business, Dublin City University, Dublin, Ireland

**Content: Purpose**

While there is considerable attention paid to the underrepresentation of women at senior levels of organisations, little research examines their experiences of returning to work following maternity leave, a transition that presents a major juncture in a woman's career. The aim of this study is to develop a deeper understanding of how women negotiate the motivational and relational factors relevant to this transition, their contribution to perceptions of work-life conflict and enrichment and ultimately intention to leave.

**Design/Methodology**

We conducted a hybrid longitudinal diary study with 100 women. Participants completed a baseline survey while on maternity leave, a five day daily diary study during their first week back to work followed by a one and two-month follow-up survey.

**Results**

Preliminary results indicate that women with autonomous work motivation and positive work relationships report higher levels of work-life enrichment. Additional analyses are required to investigate the interaction between variables over time.

**Limitations**

Participants are all working in Ireland and the UK and their experiences may not be generalizable to other countries.

**Research/Practical Implications**

The research findings highlight the need for a further exploration of the emotional experience involved in this transition. At a practical level the findings inform the development of more effective maternity initiatives to help organisations retain talented women.

**Originality/Value**

This research addresses a number of gaps in the literature, primarily by identifying key enablers and barriers to positive reintegration into the workplace and is the first longitudinal study to examine this transitional period.

**Disclosure of Interest:** None Declared

**Keywords:** None

**The Family-to-Work Enrichment: a spillover-crossover bidirectional test in domain satisfaction**

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**Content: Purpose:**

This study investigates the spillover-crossover of Family-to-Work Enrichment (FWE) in domain satisfaction. First, we tested the cross-domain versus the matching hypothesis in a gender perspective. Second, we tested the crossover bidirectional to have also a gender perspective of this phenomenon.

**Design / methodology:**

One hundred and seventy-one heterosexual couples of dual-earner parents in Portugal participated in this study. Of the 500 questionnaires distributed, 383 were returned, resulting in a response rate of 76.6%. Forty-one questionnaires could not be used in the analyses, because only one partner participated, thus leaving 342 questionnaires or 171 couples for data analyses. We performed structural equation models to test our hypothesis.

**Results:**

We verified that the FWE spillover to work context (i.e., cross-domain) only in women and the FWE spillover to family context (i.e., matching hypothesis) in both couple members. Additionally, the men's FWE crossed over to women's family satisfaction but the same effect was not verified from women's to men's.

**Limitations:**

The cross-sectorial character of this study should be considered as a limitation.

**Research/ practical implications:**

To understand the ways in which the spillover-crossover operates in both couple members and with a domain satisfaction perspective helps to advance the theoretical understanding of the gender perspective in these processes. This study provides evidence that the spillover-crossover was different across men and women. Such knowledge may help organizations to adopt a person-oriented approach in their work-family agenda.

**Originality/ value:**

This is one of the first studies to analyze the spillover-crossover model 1) in a positive perspective and 2) in the family to work direction.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**  
**Work-family conflict**

Sa-OR-S137-4

**Work environment and work-to-family conflict: Mediating role of work investment.**

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**Content:** In the interests of both organizational effectiveness and employees' well-being, it is important to identify the work-related variables that influence perceptions of work-to-family conflict (WFC). Moreover, in order to manage human resources effectively in companies, it is important to understand the mechanisms by which the work environment influences WFC. Following recent recommendations (i.e., Andreassen, Hetland, & Pallesen, 2013; Molino, Bakker, & Ghislieri, 2016), we examined the role of two different types of work investment (i.e., work engagement and workaholism) as the underlying processes through which the work environment (i.e., workload and opportunities for development) influences WFC over time. Data were collected in a Belgian public administration by means of a three-wave longitudinal survey. Our final sample consisted of 464 employees. We found that work engagement and workaholism played mediating roles between work environment and WFC over time. Even if we have included some covariates, other factors could have influenced the investigated association. Another limitation is the use of self-reported data which may lead to common-method bias. In order to decrease workaholism and increase work engagement, interventions should aim at decreasing workload. Another means to increase work engagement is to provide opportunities for development. Our research responds to recent calls to consider aspects of the work environment as contributing to workaholism and to investigate job demands/resources-workaholism and workaholism-spillover relationships.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Work-Life Interface***

### ***Work-family conflict***

Sa-OR-S120-4

## **Bringing home what I'm hiding at work: The impact of sexual orientation disclosure at work for same-sex couples**

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### **Content: Purpose**

Two commonly studied contagions of stress in the work-life literature are spillover and crossover. Both spillover and crossover may lead to negative health outcomes including decreased life satisfaction, decreased marital satisfaction, and psychological health. The current study aims to investigate the relationship of the sexual orientation disclosure of an individual to their coworkers and their supervisors in terms of both work and life outcomes - job satisfaction, life satisfaction, family satisfaction, and work-family conflict.

### **Design/Methodology**

The authors utilize the actor partner interdependence model (APIM) on 91 same-sex couples to test their hypotheses.

### **Results**

Results suggest that disclosure to both coworkers as well as a supervisor may induce crossover effects for family satisfaction and work-family conflict.

### **Limitations**

The nature of our study required all couples to respond via internet on a computer, and there is always self-selection bias regarding who agrees to participate in internet research.

### **Research/Practical Implications**

The authors found evidence that while crossover occurs for work-family conflict in terms of an individual's disclosure to both their coworkers and their supervisor, the crossover may occur through two different mechanisms. No crossover effects for job satisfaction or life satisfaction were observed.

### **Originality/Value**

Taken together, findings suggest that sexual orientation disclosure in the workplace for gay and lesbian employees may have more of an impact on their partner and family than on the individual themselves.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Work-family conflict***

Sa-OR-S141-2

## **Fear and Loathing in Medical Residency: Time-lagged Effects of Role Conflicts between Work and Family on Depression and Anxiety**

S. Hornung\*, M. Weigl, J. Glaser, P. Angerer

### **Content:**

#### **Purpose**

Managing tensions at the work-home interface poses challenges for large parts of the working population. A case in point, resident physicians are also a high risk group for impaired mental health. This study investigated work-to-family and family-to-work conflict (WFC and FWC) and their time-lagged effects on the mental health of junior doctors.

#### **Design/Methodology**

Four waves of postal surveys (T1-T4) were conducted in 2004, 2005, 2007, and 2014. Out of 1000 contacted resident physicians, 621, 561, 507, and 590 participated, yielding N = 334 complete data sets. WFC and FWC were measured with German scale translations. Mental health was assessed with the Spielberger State-Trait Anxiety and Depression Inventory.

#### **Results**

Psychometric results support the German adaptation of the WFC and FWC scales. Descriptive analyses include trends in scale means and comparisons between subgroups (e.g., men and women). Prospective relationships with anxiety and depression were tested in a latent-variable structural equation model. Controlling for gender, age, trait depression T1 and trait anxiety T1, cumulative WFC (T1-T3) significantly predicted state depression T4 and state anxiety T4; FWC (T1-T3) explained only marginal variance.

#### **Limitations**

Limitations include the narrow scope and set of variables, uncontrollable changes in work situations over time, and some methodological constrictions.

#### **Research/Practical Implications**

Results confirm the primary importance of WFC in occupational health. Implications and strategies for prevention are discussed with reference to early stage medical careers.

#### **Originality/Value**

Adding value to this research are the relevant occupational setting and methodological rigor in terms of study design, established scales, and statistical analyses.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Fr-OR-S71-2

#### **Improving Wellbeing at Work using the Five Ways to Wellbeing: What works and why?**

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**Content:** The increasing of employee wellbeing holds many benefits for organisation. However, the bulk of organisational interventions focus more on decreasing stress and unhealthy habits, rather than promoting wellbeing and positive experiences at work. However, tools to promote wellbeing are becoming more common, such as the Five Ways to Wellbeing, encouraging people to engage in activities that bring them positive experiences, and which can be categorized into Connect, Give, Take Notice, Keep Learning and Be Active. This research constitutes an evaluation of whether The Five Ways to Wellbeing can be used as an effective wellbeing intervention in both a non-organisational and an organisational setting. We specifically investigated the Wellbeing Game, which is a gamified online tool based on the Five-Ways to Wellbeing. Two studies were conducted to investigate whether and how the Game and the Five Ways to Wellbeing relate to changes in wellbeing and stress in two different samples. Study 1 evaluated the Wellbeing Game in an organisational context, where 52 participants from a financial organisation played the Wellbeing Game for one month. The results showed that the Wellbeing Game was significantly related to reduced stress, and that wellbeing increased when employees felt that the Game helped them to connect more with others. Study 2 is currently underway and seeks to determine how much of the improvement identified in previous research is attributable to the game aspect of the Wellbeing Game itself, when compared to two conditions lacking the game element: a journal implementation of the Five Ways, and exposure to social marketing of the Five Ways. It is expected that this study will inform the effectiveness of the game and guide future implementation of the Five Ways to Wellbeing. Both studies will result in information of the effect of each of the individual five-ways on wellbeing, as well as on potential mechanisms by which the Five Ways to Wellbeing and the Game lead to positive outcomes, such as the prevalence of positive experiences during the intervention.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Fr-OR-S71-1

## **What can we learn from unsuccessful and failed organisational health interventions? A review of the literature**

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### **Content:**

#### **Purpose**

Research describing unsuccessful and failed organisational health interventions (OHIs) tend not to be published in scientific journals as often as successful interventions demonstrating effectiveness. However, valuable knowledge could be drawn from these studies. Therefore, the purpose of this literature review is to identify and analyse explanations and lessons learned from studies reporting of non-effective OHIs.

#### **Design/Methodology**

A literature search of OHIs aiming to improve employee health at the organisational level (e.g. change of work organisation) was conducted. Four databases were used (e.g. Web of Science), and the search terms related to ‘OHI’, ‘implementation’, ‘failure’, and similar terms. The literature search was limited to original studies in peer-reviewed journals, published in English-language between 1996 and 2016 (June).

#### **Results**

Ten OHI studies are included in the review. The preliminary results show that explanations reported are related to implementation failures, and attributable to lack of employee participation and ownership. Lack of managerial support, competing projects, and organisational change are other explanations reported.

#### **Limitations**

The literature search resulted in a limited number of studies indicating the scarcity of “unsuccessful” OHI studies in scientific journals. Another limitation is that grey literature is not included in this review.

#### **Research/Practical Implications**

The findings contribute to expanding researchers’ and practitioners’ knowledge regarding development and implementation of OHIs based on lessons from unsuccessful studies, thus providing implications for future OHI studies.

#### **Originality/Value**

This literature review takes a non-traditional perspective and aims to identify and analyse lessons learned from OHI studies not demonstrating clear effects on employee health.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Fr-OR-S71-3

#### **Health-Related Interventions at Work: A Meta-analytic Review**

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**Content: Purpose:** Reducing stress at work is necessary and promising to foster health and well-being. Interventions can either focus on the person, or on work-conditions. While there is evidence for both approaches, it is not clear if these effects are similar in small and large organizations.

**Design/Methodology:** We included 77 studies, published between January 2012 and July 2015 reporting a variety of different effects derived of post intervention- and follow up-assessments and using RCT as well as quasi-experimental designs. The effectiveness of different types of interventions in small and large organizations were compared using random effects model. Similar outcomes were corrected and aggregated. Further we searched for possible moderators (e.g., considering study quality).

**Results:** Mindfulness and relaxation (highest effects), skills at work-, and work-oriented interventions reached good effects at post-intervention and follow up measurements, therewith showing some durability. Skills at work-interventions, CBT, and work-oriented interventions seemed to be more effective in small- and medium-sized organizations than in large organizations. Some analyses are still pending.

**Limitations:** Follow-up assessments are still rare.

**Research/Practical Implications:** Person-oriented interventions showed consistent positive effects. The size of organizations matters with respect to work interventions.

**Originality/Value:** This meta-analytic review includes both person- as well as work-oriented interventions focusing on a variety of outcomes and due to that gives an overview of recent research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

Fr-OR-S87-2

### **E-active commuting for healthy employees and workplaces**

N. Page <sup>1,\*</sup>, V. Nilsson <sup>1</sup>

<sup>1</sup>Hult International Business School, Berkhamsted, United Kingdom

#### **Content: Purpose**

An employee's commute to work, both commuting experience and commuting mode, can have an impact on their health, wellbeing, and performance at work. This paper describes a workplace travel behaviour change intervention for encouraging active commuting using electrically assisted bikes (e-bikes) and presents the findings of the intervention's impact on employee wellbeing and organisational behaviour.

#### **Design**

Employees of a UK-based organization participated in a workplace health promotion intervention and used e-bikes as an active commuting mode during a five-month period; this was a change to their usual passive commuting behaviour. We explored the personal benefits and organisational co-benefits of active commuting ( $n = 15$ ) and compared these to a travel-as-usual group of employees taking non-active commutes ( $n = 13$ ). The research design was mixed method: data were collected via weekly and monthly surveys and focus groups and interviews.

#### **Results**

Both inferential statistics and qualitative interpretations identified positive health impacts and broader benefits to organisational behaviour resulting from active commuting.

#### **Limitations**

This study was conducted in a real world setting, which is both a strength and a limitation. The sample size was small and although a control group was included, assignment to commuting groups was by self-selection.

#### **Practical Implications**

The results indicate that active travel using e-bikes is beneficial for employees and their organisation; to improve health and wellbeing and increase positive organisational behaviour.

#### **Originality**

To our knowledge, this study is the first to explore the value of a workplace health promotion initiative using e-active commuting.

**Disclosure of Interest:** None Declared

**Keywords:** None

## *Interventions*

### *Workplace health promotion*

Fr-OR-S71-4

#### **A participatory action intervention to increase work engagement in nursing staff on acute elderly NHS wards**

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<sup>1</sup>Institute of Work Psychology, Sheffield University Management School, Sheffield, United Kingdom

**Content: Purpose:** To evaluate whether a collaborative participatory action research intervention with nursing staff on acute elderly NHS wards in the UK was effective for increasing work engagement and wellbeing, as part of a wider study to increase quality of care.

**Design/Methodology:** A non-randomised, matched control group, pre-test, post-test (after nine months) quasi-experimental design was employed involving three acute elderly care intervention wards, and five control wards, within a large NHS Foundation Trust. Intervention ward staff were invited to a series of collaborative workshops.

**Results:** Anxiety significantly decreased in the intervention group compared to the control group, suggesting an increase in wellbeing. No effect was observed on work engagement.

**Limitations:** A low matched sample size reduced the robustness of the results, however, multilevel analysis using the complete sample was possible. Intervention implementation was poor due to ward closures and attrition, lack of management support, competing demands on staff time, poor and inconsistent attendance, and a hospital climate of change, uncertainty and low morale.

**Research/Practical implications:** The need for in depth evaluations of intervention implementation, to assess participant and organisation readiness for change prior to interventions, and to gain strong management support.

**Originality/Value:** This is the first study to apply participatory techniques to increase work engagement in nursing staff and thus offers a novel means of taking work engagement intervention research forward. Crucially, it highlights the challenges involved in intervention research and the importance of including process evaluations alongside statistical evaluations in order to avoid erroneous conclusions.

**Disclosure of Interest:** None Declared

**Keywords:** None

# Poster Presentation



## ***Interventions***

### ***Absenteeism and sick-leave***

TH-P02-033

#### **Return to work: with wellbeing or work-coping?**

#### **The first randomized controlled group intervention with persons suffering from work-anxieties**

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<sup>1</sup>Brandenburgklinik Bernau, <sup>2</sup>Research Group Psychosomatic Rehabilitation, Berlin, Germany

#### **Content:** Purpose:

Work-anxieties are associated with sick-leave and make high costs for companies and affected employees. Work-anxieties require specific diagnostic and interventions. We evaluated a short “work-anxiety-coping-group” (WAG). We tested experimentally whether the exposition-oriented group (WAG) lead to shorter sick-leave-durations after treatment than a group focused on wellbeing and relaxation (“wellbeing-group” WG).

#### **Design/ Methodology:**

1619 employees who were presently in rehabilitation (with the aim of illness recovery and vocational reintegration) were investigated for work-anxieties.

389 persons with work-anxiety were randomly assigned to either WAG or WG. In the beginning and in the end of rehabilitation, general symptom load, work-anxiety, work-coping were measured. From 254 persons the duration of sick leave after the rehabilitation could be assessed.

#### **Results:**

Persons with work-anxiety (without other mental health problems) who participated in the WAG had a shorter sick leave duration after rehabilitation than persons with work-anxiety from the WG.

In participants with work-anxiety and additional mental health problems there was no difference between the two groups. When the intervention was longer (six instead of four sessions), the WG-participants perceived a loss of work-coping.

#### **Limitations:**

This study contained persons with different somatic illnesses, which also influence return-to-work.

#### **Research / Practical implications:**

Early work-oriented interventions are necessary for preventing loss of work-coping. Future research should investigate whether longer duration of interventions may lead to shorter sick-leave in persons with both work-anxiety and additional mental health problems.

#### **Originality / Value:**

This is the first RCT for treatment of work-anxieties. Research on (work-anxiety-prevention) interventions at work is needed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Research methodology***

### ***Advances in qualitative research methods***

SA-P01-043

## **(How) Can an Activity Centred Concept of Operations (CONOPS) Contribute to a Shared Understanding of an Emergency Management System?**

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<sup>1</sup>School of Psychology, Trinity College Dublin, the University of Dublin, Dublin, Ireland

### **Content: Purpose**

This paper reports on an activity-centred concept of operations (CONOPS), developed as part of the SOTERIA FP-7 project. A CONOPS facilitates the analysis and development of a system and its objectives, and communicates this vision to system actors. This can be extremely valuable to emergency management given the complex and multi-actor nature of emergencies. Traditional CONOPS approaches treat human, technical, and informational resources equally overlooking purposeful, goal-oriented, human activity. Many CONOPS also provide static normative accounts and ignore the realities of dynamic systems consistently faced with change. This paper posits that a CONOPS should prioritise human activity to ensure a valid account of a system, its objectives, and actor responsibilities.

### **Design/Methodology**

This research was undertaken with members of European emergency services. It employs an ethnographic approach informed by cultural historical activity theory (Engestrom, 2001).

### **Results**

A validated CONOPS framework has been produced which encompasses the principal structures, functions, and relationships in emergency systems. This framework incorporates convergent and divergent perspectives of multiple system actors and facilitates the production of specific, localised, CONOPS models for deeper analysis.

### **Limitations**

As a general framework, a CONOPS is at risk of becoming a normative model and neglecting contextual realities; therefore, a dynamic CONOPS approach is advocated.

### **Practical/Research Implications**

CONOPS is a recognised tool by emergency organisations. Our approach extends this concept as an applied resource - allowing emergency services to produce a common system vision and to examine the potential for change.

### **Originality/Value**

An activity-centred CONOPS is a novel development in CONOPS research.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

TH-P02-002-interactive

**Leadership and Work Engagement: A qualitative study**

H. Hetland\*, J. Hetland <sup>1</sup>

<sup>1</sup>University of Bergen, Norway

**Content:** The aim of the study was to investigate leaders' own perceptions of what good leadership is, and what a leader can do to affect work engagement among employees. We conducted twelve semi – structured interviews with leaders from knowledge intensive enterprises. The data was analyzed using Template Analysis. The results showed that factors like feedback, communication and clarity, individual support and adaptation, and positive emotions and motivation were important in the leaders' descriptions of good and inspirational leadership. By using inspirational motivation, clarity and feedback, individual orientation and acting as a role model, the leaders claimed that they could influence and increase follower work engagement. In conclusion, the leaders' answers to what good and inspirational leadership is using a qualitative approach revealed many similarities to transformational leadership theory. By using active and inspirational leadership the leaders in our study claimed to enhance follower work engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

TH-P02-034

**Abusive supervision. Antecedents and consequences.**

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**Content: Purpose** The present study examines low work performance as a potential predictor and LMX as a potential moderator of abusive supervision. Furthermore, the study examines work related affect as a potential mediator and social loafing as a potential outcome variable related to abusive supervision.

**Design/methodology/approach** The study comprises two studies, where study 1 examines predictors of supervision. Data was collected from organizations within telecommunications, oil, shipping and pharmaceutical industries. The second study examines outcomes related to abusive supervision. Data was collected from organizations, including forestry and wood construction, agricultural, real estate, automotive and dairy producing companies.

**Findings** The results show that low performing followers with poor relationship quality with their leader (low LMX), were more exposed to abusive supervision than followers with a high LMX. Furthermore, abused low-performance followers who experience work-related negative affect reacted by withdrawal and social loafing.

**Implications** Understanding antecedents and consequences of abusive supervision helps to advance our theoretical understanding of the destructive dynamic that occurs from such dysfunctional behavior. In addition, such knowledge may help to develop strategies leaders should apply to improve relationships with their followers. LMX development may have the potential to substitute leader abusive behavior and serve as a mechanism for supporting followers in enhancing their performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Antecedents of constructive/destructive leadership***

TH-P02-003-interactive

#### **Leader Behavioral Integrity and Effectiveness: A Multi-Domain Investigation**

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#### **Content: Purpose**

We investigate the relationship between a leader's behavioral integrity (consistency between words and actions) and effectiveness in two domains: work and personal life of friends and family. We further investigate whether these relationships are moderated by the leader's self-perceived consistency of behavioral integrity between both domains.

#### **Design/Methodology**

We tested these relationships using data in 360-degree surveys from 150 executive MBA students in the United States and Ireland. After aggregating observer data, we tested the model using regression and simple slopes analysis.

#### **Results**

Amongst family and friends, we found that a leader's consistency of self-rated behavioral integrity across domains had a positive and significant impact on the relationship between observer-rated behavioral integrity and leader effectiveness. In the workplace, there was a less pronounced positive impact (trending towards significance).

#### **Limitations**

The study is cross-sectional and restricted to executive MBA students who self-selected to receive feedback in both work and family/friends domains.

#### **Research/Practical Implications**

Leaders who are perceived to "practice what they preach" both at work and with family and friends tend to be somewhat more effective, and these relationships are enhanced when the leader perceives that he or she is acting consistently.

#### **Originality/Value**

To our knowledge, there have been no prior studies regarding how leaders view their behavioral integrity across domains and how that impacts the link between how others view a leader's behavioral integrity and a leader's effectiveness. This research also highlights the value of leveraging a simple concept to achieve greater effectiveness.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Antecedents of constructive/destructive leadership***

TH-P02-001-interactive

**When two Worlds Collide: Neutralizing Role of Subordinate Machiavellianism with Authentic Leadership and Work Engagement.**

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**Content:** Researches have shown various positive consequences of authentic leadership such as subordinate Work Engagement, but have not thoroughly focused on the role of subordinate personality. Based on Substitutes for Leadership Theory we therefore conceptualize subordinate Machiavellianism as a Neutralizer of Authentic Leadership, and expect it to interrupt the predictive relationship between authentic leader behavior and Work Engagement. Machiavellianism is a malevolent personality trait comprising manipulation, cynicism, and a moral outlook that puts expediency above principle. Individuals high on Machiavellianism should exploit their relationship with the authentic leader. Our cross-sectional survey study with N = 199 employees from a broad range of industries supports our view by showing that the positive impact of Authentic Leadership on Work Engagement decreases as a function of subordinate Machiavellianism. We thereby contribute to Authentic Leadership Theory and positive leadership development practices in applied settings.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Bullying and harassment***

TH-P01-046

**The dark side of expatriation; antecedents to bullying and incivility abroad.**

D. E. J. Toomey <sup>1,\*</sup>

<sup>1</sup>SPJain School of Global Management, Singapore, Singapore

**Content:** Research related to expatriate management is a long established topic within international human resource management. Organizations incur considerable expenses at all stages of the employee lifecycle, and failed assignments marked by early repatriation is considered to be expensive to the organization, the employee and their families. To this end, many researchers have addressed the role of acculturation issues, work-family spillover and cross cultural dynamics between the expatriate and local employees, with outcome variables often being intent-to-turnover and organizational commitment. The implicit perspective behind this is that expatriation is a positive option within international staffing and managerial development, with potential returns to both the employer and employee. This study addresses a gap in the body of knowledge related to expatriates by considering 'the dark side' of expatriation, in terms of factors more commonly found in research related to emotion/conflict in the workplace and employee stress/burnout. More specifically, the study proposes a model of personality and bullying within an expatriate context. Given the sensitivity of the topic, the initial study will be qualitative in nature based on expatriate interviews. It will include expatriates in a number of countries. Results are expected to indicate that particular factors of expatriate employment may facilitate and even encourage bullying and other behaviours detrimental to the health and wellbeing of both supervisors and subordinates, with different outcomes related to retention and turnover. Limitations of the study will be the sample size suited to quantitative analysis. However, the study has both research and practical implications. For researchers, it highlights a gap existing in the body of knowledge related to expatriates. For practitioners, it highlights opportunity to coach and consult on change related to managerial and leadership development. Accordingly, the study offers originality and value within this domain.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

TH-P01-043

**When do negative acts reflect experienced workplace bullying? Identifying optimal cut-off points on the Short-Negative Act Questionnaire**

P. M. Conway <sup>1,\*</sup>, A. Høgh <sup>1</sup>, E. G. Mikkelsen <sup>2</sup>, K. Nabe-Nielsen <sup>3</sup>, M. B. Grynderup <sup>3</sup>, R. Rugulies <sup>4</sup>, P. Roger <sup>5,6</sup>, Å. M. Hansen <sup>3,4</sup>

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**Content: Purpose**

To identify the optimal cut-off points on the Short Negative Act Questionnaire (S-NAQ) for classifying targets of occasional and frequent workplace bullying.

**Methodology**

Using occasional and frequent self-reported workplace bullying as reference criteria, we performed two Receiver Operating Characteristic (ROC) analyses on a sample of 4,857 employees from the Danish MODENA study (2011). We tested the criterion validity of these cut-offs for diagnosed mental disorders (depression and anxiety) on a subsample (n=325) interviewed with the Schedules for Clinical Assessment in Neuropsychiatry.

**Results**

The two cut-offs on the S-NAQ were >11 and >15 for the two reference standards. These cut-offs showed high classification accuracy (Area Under the Curve=0.89 and 0.93) and presented good sensitivity (84.8%>88%) and specificity (77.4%>94.7%). In the fully adjusted model, both the first (OR=2.07, 95% CI=1.03-4.16) and the second cut-off (OR=3.06, 95% CI=1.34-6.97) were statistically significantly associated with diagnosed depression but not with diagnosed anxiety.

**Limitations**

We cannot establish the predictive validity of the cut-off points obtained, since employees with mental diagnoses could not be excluded at baseline.

**Practical implications**

The two cut-offs can be adopted when using the S-NAQ to identify probable targets of occasional and frequent bullying. The S-NAQ can provide useful information about negative behaviours that should be addressed in the prevention of bullying.

**Value**

This is the first study testing empirical cut-offs for being a target of bullying on the S-NAQ.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Conflict in organizations***

### ***Bullying and harassment***

TH-P01-045

#### **The role of psychological stress reactions in the relation between workplace bullying and turnover**

K. Nabe-Nielsen <sup>1,\*</sup>, M. B. Grynderup <sup>1</sup>, P. M. Conway <sup>2</sup>, T. Clausen <sup>3</sup>, J. P. Bonde <sup>4</sup>, A. H. Garde <sup>1,3</sup>, A. Hogh <sup>2</sup>, L. Kaerlev <sup>5,6</sup>, E. Török <sup>1</sup>, Å. M. Hansen <sup>1,3</sup>

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#### **Content: Purpose**

The contribution of perceived stress, burnout, and disturbed sleep in the process of employees leaving their job when being exposed to workplace bullying has not been investigated previously. Therefore, the present study addresses the role of these psychological stress reactions in the relation between exposure to workplace bullying and turnover.

#### **Design/Methodology**

We used data from a total of 4489 participants. Questionnaire information on bullying, perceived stress, burnout and disturbed sleep was linked with register information on turnover during the succeeding year. Turnover was operationalized as “job change” and “unemployment”, respectively.

#### **Results**

Bullying increased the odds of both job change (OR=1.36; 95% CI: 1.07-1.72) and unemployment (OR=4.88; 95% CI: 3.03-7.86). The total proportion mediated by perceived stress, burnout, and disturbed sleep was 24% for job change and 19% for unemployment.

#### **Limitations**

The major limitation is that bullying and the assumed mediators were measured at the same time making the temporal relation between them uncertain. Thus, the pathway through these assumed mediators may to some degree be due to their potential bidirectional relationship.

#### **Research/Practical Implications**

Apart from the crucial task of reducing workplace bullying itself, alleviating long-term psychological stress reactions should be of main concern in rehabilitation efforts and when preparing former targets of workplace bullying for engaging in a new job.

#### **Originality/Value**

This is one of the very few studies that investigate the effect of bullying on actual change of job and unemployment and also quantify the influence of psychological stress-reactions in the process leading to turnover.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Bullying and harassment***

TH-P01-044

**Preventing bullying by increasing constructive bystander behaviour: Evaluation of a dialogue-based intervention**

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<sup>1</sup>Gemzøe Consult, Aarhus, <sup>2</sup>Department of Psychology, University of Copenhagen, Cp, Denmark

**Content:**

**Purpose**

To evaluate a dialogue-based intervention designed to increase constructive bystander behaviour in negative social situations at work and to prevent risk situations for bullying.

**Methodology**

Five post intervention group interviews were conducted at three workplaces: a nursing home, an orphanage and a hospital department. Approx. 12 months later, four follow-up group interviews were conducted at the nursing home and the hospital. Interviews were recorded, transcribed and then analysed using the method of systematic text condensation.

**Results**

Post-intervention interviews indicated increased awareness of the negative consequences of passive or colluding bystander behaviour and of risk situations for bullying. Follow-up interviews at the hospital department showed that despite a lack of follow-up initiatives, the interviewees reported an increased awareness of constructive bystander behaviour. At the nursing home, the intervention's positive effect seemed to have lasted. This was partly due to follow-up initiatives that facilitated increased cooperation and trust and employee skills in constructive communication and feedback.

**Limitations**

The study only included three workplaces and there were no control workplaces. As regards to documenting the effect of the interventions, base-line and follow-up quantitative data would have added to the validity of results.

**Practical implications**

The intervention may be used by workplaces which aim to prevent bullying.

**Value**

Given the paucity of research based knowledge on prevention of bullying including bystander interventions, the study yields valuable knowledge to the field of research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

## ***Bullying and harassment***

TH-P01-002-interactive

### **Workplace Bullying and Post-Traumatic Stress Symptoms: The Impact of Socioeconomic Status**

S. Islamoska <sup>1,\*</sup>, M. Brødsgaard Grynderup <sup>1</sup>, K. Nabe-Nielsen <sup>1</sup>, A. Hogh <sup>2</sup>, Å. M. Hansen <sup>1,3</sup>

<sup>1</sup>Department of Public Health, <sup>2</sup>Department of Psychology, University of Copenhagen, <sup>3</sup>National Research Centre for the Working Environment, Copenhagen, Denmark

#### **Content: Purpose**

Research on workplace bullying has found significant associations between exposure to workplace bullying and experiencing post-traumatic stress (PTSD) symptoms. However, the impact of socioeconomic status (SES) in this association has not been investigated. Our hypothesis is that individuals with lower SES would be more vulnerable and prone to report PTSD symptoms.

#### **Design/Methodology**

We used data from 563 Danish employees within a cross-sectional design. Exposure to workplace bullying was measured as exposure to negative acts and as labeling oneself as bullied. Information on PTSD symptoms was collected by using the Impact of Event Scale-Revised (IES-R). SES was categorized as low, medium and high. General linear regression was applied.

#### **Results**

In line with previous cross-sectional studies, we observed that both negative acts and self-labeled bullying was associated with significantly higher PTSD symptoms. However, there were no significant differences in PTSD symptoms between different socioeconomic groups, when being exposed to workplace bullying

#### **Limitations**

The study design was cross-sectional and it was not possible to adjust for other traumatic life events.

#### **Research/Practical Implications**

Targets of workplace bullying would benefit from interventions aiming to reduce the progression of PTSD symptoms.

#### **Value**

To our knowledge, this study is the first to study PTSD symptoms differences across socioeconomic groups among bullied. The study emphasizes that regardless of SES, workplace bullying is a severe phenomenon.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Bullying and harassment***

TH-P01-001-interactive

**Prevalence and impacts of workplace incivility in a sample of Turkish banking staff**

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**Content:** Purpose: Comparatively, little is known about the prevalence and consequences of workplace incivility in Turkish workplaces. The purpose of this study was to examine the prevalence of workplace incivility and its relationship with job satisfaction, general health and turnover intention among a sample of Turkish banking staff.

Design/Methodology: We conducted a cross-sectional survey of 365 employees working within the private sector banks in Istanbul, identified by snowball sampling. The participants completed the Workplace Incivility Scale, the 28-item General Health Questionnaire, the 20-item short form of the Minnesota Satisfaction Questionnaire and a single-item measure of turnover intention.

Results: Of the respondents, 64% reported experiencing one or more type of uncivil behaviors in the last six months. Experiencing incivility was negatively associated to job satisfaction and better general health, whereas positively related to turnover intentions.

Limitations: We could not manage to develop a probability-based representative sample due to the organizational access barriers and individual reluctance to participate in the study, owing to the nature of the research problem, implying that the participants may not be representative of the general population.

Research/Practical implications: Our results demonstrated that incivility is quite prevalent in this group of employees and may lead to lower job satisfaction, health consequences and quitting intentions. Thus, designing effective intervention and prevention programs for reducing uncivil behaviors would benefit both employees and employers.

Originality/Value: This study contributes to understanding the detrimental effects of workplace incivility by providing data in a new national context.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

TH-P01-048

**Assessing workplace bullying: Reliability and validity of the Malaysian version of the Negative Acts Questionnaire Revised (NAQ-R)**

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<sup>1</sup>Psychology, Penn State Behrend, USA, Erie, United States

**Content: Purpose**

The Negative Acts Questionnaire-Revised (NAQ-R) is one of the most utilized instruments for exploring workplace bullying. Despite its widespread use, there are a few published NAQ-R validation studies. The current study presents the reliability and validation analysis of the Malaysian version of the Negative Acts Questionnaire Revised, NAQ-R (Einarsen & Hoel, 2006). It also investigates the prevalence, antecedents and effects of workplace bullying in the Malaysian workforce.

**Methodology**

First, focus groups were conducted to evaluate the available NAQ-R for its suitability within the Malaysian cultural context and to translate the English version to Malay language. Second, translated questionnaires were administered to 300 Malaysian employees. In addition to the NAQ-R, the Job Content Questionnaire (Karasek, 1998) was used to determine the potential antecedents of bullying, while the Depression, Anxiety, Stress Scale (Lovibond & Lovibond, 1995) was used to measure the psychological effects of workplace bullying.

**Results**

Data is currently being analyzed to determine the factor validity, internal consistency and criterion validity of the Malay version of the NAQ-R.

**Limitations**

Study is based on self-report data from a cross-sectional study, which might introduce common method variance.

**Practical Implications**

Apart from assessing the validity of the Malaysian version of NAQ-R, the researcher hopes that the findings would equip organizations in Malaysia with a deeper understanding of workplace bullying.

**Originality**

This is a pioneering study analyzing the reliability and validity of the Malaysian version of the Negative Acts Questionnaire Revised (NAQ-R).

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Bullying and harassment***

TH-P01-003-interactive

#### **Do work units where bullying is present have more long-term sickness absence?**

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#### **Content: Objective**

The purpose of the study is to investigate the association between work unit (WU) level of workplace bullying and long term sickness absence (LTSA) among non-bullied colleagues.

#### **Methods**

In 2007 we invited 10036 Danish public employees, of which 4,489 responded by filling in a questionnaire on working conditions and health. Information about LTSA ( $\geq 30$  consecutive days of sickness absence) was obtained by linkage to the Danish register of sickness absence compensation benefits and social transfer payments. We calculated the proportion of bullied employees at each work unit (0-100%). Next, we excluded all participants who had experienced a period of LTSA in 2005 or 2006 as well as all participants from WU with less than 5 respondents. Finally, we excluded all participants who reported workplace bullying from the analyses of the association between LTSA and WU level of bullying.

#### **Results**

WU were classified as no-bullying (0% bullied, 119 WU, N=2,570), occasional bullying (2.6-9.5% bullied, 52 WU, N=2,181) and frequent bullying (10-50% bullied, 101 WU, N=2,481). Compared to no-bullying WUs, OR for LTSA was 1.26 [95% CI: 1.04-1.54] among occasional bullying and 1.30 [95% CI: 1.09-1.56] in frequent bullying WUs, adjusted for age and gender. Among responders we adjusted for age, gender, leisure time physical activity, smoking, alcohol, education and BMI and found ORs of 1.34 [95% CI: 1.02-1.76] among occasionally bullied and 1.32 [95% CI: 1.02-1.72].

#### **Value**

This is the first study to show an association between work unit level of bullying and LTSA among non-bullied colleagues.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

TH-P01-047

**Workplace bullying allegations- a discursive psychology examination of how those accused respond.**

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**Content:** Purpose: Empirical evidence has shown that workplace bullying can cause significant detriment to victims and the wider organisation. A noted methodological limitation of existing research is the reliance on victim self-reports to describe the actions of those accused of bullying. Furthermore, few studies include data from the alleged bully. To address these gaps, the objective of this paper is to examine how those accused of bullying respond to the allegations made against them, through analysing naturalistic data collection.

**Design /Methodology:** An interactional analysis of a data corpus of video recordings (based in settings such as media interviews, public meetings/hearings) includes episodes of those accused of bullying responding to the allegations made. The analytic focus is the discursive processes through which those accused manage this threat to their identity and reputation.

**Results:** Those accused of bullying construct their identity from a position under threat through utilising a range of discursive strategies that respond to the allegation while dismissing any risk of further challenge.

**Limitations:** The single focus on the accused is taken, however contextual data from the victim or bystanders is not available.

**Research / Practical implications:** The study offers new insight into the bully position; as the foundation of many bullying strategies, particularly formal processes, is how the accused responds to the allegation these findings have great practical usefulness.

**Originality / value:** Few studies to date have utilised data from those accused of bullying. The study uses a novel, under-utilised methodology in this area, offering new insights into the phenomenon.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***  
***Bullying and harassment***

TH-P01-042

**Is mobbing similarly (un)accepted and experienced by Polish and Spanish employees? Comparative study results.**

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**Content: Purpose**

Mobbing is mostly described as cross-cultural phenomenon [Einarsen et al., 2011] and few studies have been conducted to test similarities and differences in perceiving, accepting and experiencing particular mobbing behaviours in different national settings, what was the aim of this study.

**Design/Methodology**

Two samples of administrative employees in Spain (N=148) and Poland (N=149) were deliberately chosen. A Polish (+Spanish version), validated tool for diagnosing mobbing: SDM Questionnaire [Durniat, 2008] consisting of two main scales: SDM- IDM scale (behavioural indicators/43 items/ $\alpha$  Cronbach: 0.956) with three subscales (factor analysis result/ $\alpha$  Cronbach: 0.927; 0.932; 0.803) and ODC scale (emotional indicators/21 items/ $\alpha$  Cronbach: 0.97) plus SDM-ADM test for measuring negative workplace behaviours' acceptance (all items derive from SDM-IDM scale) were used.

**Results**

Tests of differences (Chi-Square and Mann – Whitney's) mostly indicate the existence of similar type of mobbing in both samples, though some differences in particular mobbing behaviours' acceptance, experience and emotional reactions have been found. Moreover, there are positive correlations between measured variables.

**Limitations**

These findings remain to be tested on bigger and more representative samples, also in other national and organizational settings.

**Research/Practical Implications**

A behaviour which in one country/organization is perceived neutral in another one may be not accepted or perceived as mobbing indicator.

**Originality**

Not many cross-national research comparing particular mobbing behaviours acceptance and experience plus emotions have been done. Most mobbing research is conducted with methods rooted in northern-western European culture [LIPT/NAQ], what may be not suitable for other contexts/plus/ they rely only on behavioral indicators, though the phenomenon is more complexed.

**Disclosure of Interest:** None Declared



**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

TH-P01-005-interactive

**Burnout as a Mediator between Job Authority and Depression: A Moderated Mediation Model**

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**Content: Purpose:** Studies have analyzed the impact of authority on followers, clients and organizational outcomes, but fewer aspects are known about the implications of authority on the managers or supervisors themselves. In this study, we address this gap by analyzing the negative effects associated with job authority on individuals. We hypothesize that the responsibility, workload and stress associated with positions of authority at work can lead to burnout which, in turn, leads to depression in vulnerable individuals. Considering the higher prevalence of burnout and depression among women as well as previous findings, we also hypothesize that the relation between job authority and burnout is moderated by gender.

**Design/methodology:** To test the hypotheses, we administered an online questionnaire which included measures for burnout, job authority, depression and gender. The participants (N = 195) were employees of at least 18 years old.

**Results:** The moderated mediation model conducted with Mplus supported our hypothesis. A separate moderation test in SPSS however showed that gender did not moderate the relation between job authority and depression, despite statistical differences in burnout between men and women.

**Limitations:** Further studies are needed in order to substantiate job authority as a risk factor for depression in other populations and in different job domains.

**Research/practical implications:** These results pinpoint a new sub-group of employees that might require prevention/intervention programs for burnout/depression.

**Originality/value:** By refining the explanatory mechanism of burnout and depression in employees with authority, this study tackles a previously neglected matter of mental health in management.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Burnout and fatigue*

TH-P01-055

**Psychosemantic features of work object in school teachers**

M. Abdullaeva\*

**Content: Purpose.** This study deals with psychosemantic description of professional experience structures of school teachers. In our study we addressed the semantic dimension of the main work object of teachers – student as a "key" component of teaching.

**Design/Methodology.** 98 people took part in the research. We used questionnaires concerning the content of work, interpersonal relations for the diagnosis of professional difficulties (Rezapkina, 1999), burnout level (Maslach, 1981) and psychosemantic methods – unfinished sentences on the topic "My profession" and free associations to the words "Student" and "Child" with the subsequent content analysis.

**Results.** Cluster analysis allowed identifying two groups of teachers based on value orientations: child oriented (51Ss) and oriented on colleagues and their own experiences (47Ss). The obtained data revealed the following semantic characteristics of their work object: "the emotional tone of rating", "the proportion of semantic match in description of Student and Child", "abstractness/concreteness of the descriptions".

**Limitations.** The data obtained do not allow to assert that the "focus on children" is a guarantee of harmonious professional development, but teachers with this orientation describe themselves positively.

**Research/Practice Implications.** The predominance of negative characteristics in students' evaluation, teacher's tendency to use different vocabularies for Students and Children, the appearance of abstract answers suffices for allocating a teacher to a group of specialists that need attention of professional psychologists.

**Originality/Value.** The paradox of teachers' active orientation on children is that children are viewed as source of joy and inspiration that protects the teacher and as a reason for work-related "trouble".

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Burnout and fatigue***

TH-P01-056

#### **Retrospective absenteeism rate, perceived stress and experienced burnout level among Canadian mining workers**

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#### **Content: Purpose**

Various definitions of burnout exist and they include a wide range of important psychosocial problems affecting people who work. While burnout is a commonly studied concept, it remains poorly defined. Attempts at descriptions often include physical exhaustion, mental fatigue and interpersonal strain. A Canadian mining company identified the need to study the prevalence of burnout among its workers, and its origins according to specific demographic and occupational factors. In this presentation, we focus on self-reported absenteeism due to physical or mental health problems, shiftwork, and perceived stress as such relates to burnout symptoms.

#### **Methodology**

The Copenhagen Burnout Inventory (Kristensen et al. 2005), the Perceived Stress Scale (Cohen et al., 1983) as well as a measure of demographics (age, gender, family status, health-related lifestyle, self-reported health, etc.) and self-reported absence rates were used. 2212 workers at a large mining company in Ontario, Canada completed the survey (response rate: 55%).

#### **Results**

We used multilevel regression analysis to examine the self-reported absence rates among mine workers. All analyses are adjusted for demographics and calculated interactions between individual burnout and perceived stress. Analyses are currently being conducted, the results of which will be presented.

#### **Limitations**

This study could not address the causes or consequences of burnout and could not directly address possible interventions to reduce burnout in this population.

#### **Practical Implications**

The results shed light on how mining workers perceive their levels of burnout and how these relate to self-reported absence rates adjusted by other important contributing factors such as health behaviours, shift schedules, and demographic factors.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

TH-P01-058

**Performance perceptions about leadership and relationships at work: Can they serve as buffers for burnout on academics?**

A. Ferreira-Oliveira\*

**Content:** The paper follows a process-approach, specifically based on the relevance of implementation processes on human resource management, and its relationship to health measures.

The study was developed in an understudied population, academics and researchers. Universities often do not pay special attention to their human resource management systems.

Through this quantitative study we intend to explore the relationship between, human resource management department perceived performance and academics trust on their leadership, with stress and burnout.

A survey was responded by 145 academics from 4 public and private universities. A path analysis was developed.

Results bring interesting results and show a negative association between leadership trust and human resource management performance with burnout.

The study's main limitation is the reduced sample, however we performed a power analysis and measured for size effect.

This study reveals the importance of trust in leadership in a very demanding career as the academic. Also, it acknowledges the relevance of the perceived performance of human resource managers in the decreasing of the burnout index in this population.

Both results are new and enable the development of organizational intervention programs that can produce more active and competent human resource managers able to work actively with academics, helping in burnout decreasing symptoms. To our knowledge no studies have been made in this population, crossing burnout with trust in management and human resource management performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

TH-P01-051

**Extremely Committed and Incredibly Satisfied: The positive and negative effects of identification on burnout**

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**Content:** Purpose. A large literature documented the positive relation between organizational identification and job satisfaction and employee well-being. Starting from the Social Identity Approach, it has been argued that a shared sense of membership satisfies important human needs, such as belonging and connectedness, and, as a consequence, strongly identified employees show stronger levels of job satisfaction. However, some authors argued that identification could have at the same time a dark-side. In particular, identification may increase the employees' availability to work harder in order to achieve organizational goals, and sometimes it is possible that this "work harder" results in an excessive overcommitment, that in turn could decrease employees' health and well-being. Thus, identification could be simultaneously a source of positive (job satisfaction) and negative (workaholism) attitudes at work related to well-being (burnout). Furthermore, considering previous empirical evidences, we hypothesize that the negative impact of workaholism on burnout should be worse for less satisfied employees, outlining another possible channel of influence of identification on well-being. Design/Methodology We tested our model in a large sample of Italian doctors nested in many departments. Results Multilevel analyses conducted with SPSS and Mplus supported all hypotheses. Limitations Our data were cross-sectional in nature, thus other research should use longitudinal design. Research/Practical Implications These results suggested that the effect of belonging on employees well-being could be more complex as usually argued. Originality/Value To our knowledge, the study is the first to test the simultaneous positive and negative effect of identification.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Burnout and fatigue***

TH-P01-006-interactive

## **Are intelligent employees less exhausted? The mediating role of job resources**

K. Kulikowski\*

### **Content:**

#### **Purpose**

Cognitive capacities are one of the best predictors of job performance, however, still little is known of their relationships with employee well-being. To fill this gap, based on the Job Demands-Resources theory (JD-R), we propose that cognitive capacities: working memory capacity (WMC) and fluid intelligence (Gf) might positively predict job resources and job resources in turn might negatively predict exhaustion. WMC as reflecting information storage and processing ability and Gf as reasoning and problem solving in face of an uncertainty might help employees to shape work environment into more resourceful place, job resources in turn, according to JD-R, might reduce level of exhaustion.

#### **Methodology**

Multi-occupational sample of 167 employees completed a set of two WMC and three Gf computerized tests along with three job resources surveys and The Oldenburg Burnout Inventory.

#### **Results**

Structural equation modelling with latent variable and bootstrapping procedure revealed that, as predicted by JD-R, job resources negatively predict exhaustion. Surprisingly, Gf indirectly increased exhaustion through decrease in job resources, whereas WMC indirectly decreased exhaustion through increase in job resources.

#### **Limitations**

As cross sectional study our findings need to be replicate in further longitudinal study.

#### **Research Implications**

Our results suggest that WMC and Gf are significant predictors of exhaustion and could not be further ignored in models of employee well-being, like JD-R.

#### **Originality/Value**

For the first time, we propose and empirically tested the possible role of WMC and Gf for predicting exhaustion via job resources. We have shown that two closely related cognitive capacities predict exhaustion in different ways.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

TH-P01-007-interactive

**Understanding the influence of sickness presenteeism on work performance**

C. Steidelmüller\*, H. Breitsohl

**Content: *Purpose*** – The purpose of the study was to investigate the impact of sickness presenteeism on work performance. We focus on different time frames and a possible explanation of its influence as insufficient recovery. Furthermore we examine if a reciprocal relationship exists which leads to a downward spiral.

***Design/methodology/approach*** – Respondents from a German sample ( $n_1 = 192$ ) answered a weekly web-based survey within a period of 12 work weeks. Data were analyzed using the latent change score modeling approach.

**Findings** – On a weekly basis we found a reciprocal relationship between presenteeism, measured with an indirect measure, and need for recovery ( $\gamma_{\text{NFR-PR}} = 0.152$ ,  $p = 0.001$ ,  $\gamma_{\text{PR-NFR}} = 0.094$ ,  $p = 0.030$ ). Furthermore presenteeism has negative associations with task performance and organizational citizenship behavior (OCB), but this result was only significant for OCB on a 0.1 significance level ( $\gamma_{\text{PR-TP}} = -0.105$ ,  $p = 0.217$ ;  $\gamma_{\text{PR-OCB}} = -0.123$ ,  $p = 0.091$ ). However, we could not confirm the results on a monthly basis.

**Implications** – Results support our hypothesis that presenteeism is a starting point of a downward spiral. Moreover the effect of presenteeism on OCB seems to be stronger than for task performance indicating that people try to maintain their task performance and reduce their helping behavior.

**Originality/value** – To our knowledge this is one of the first studies measuring the act of presenteeism and the consequences on a weekly basis over a period of 3 months. Therefore we gain information about the short-term consequences and the stability of presenteeism.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Burnout and fatigue***

TH-P01-060

**The link between 12-hour or 8-hour shifts and burnout among health care providers: the role played by satisfaction with working hours.**

S. Schoenenberger\*

**Content:** This paper examines the contribution of shift hours and satisfaction with schedules on burnout. The impact of 12-hour shifts on work and health at work has been studied, with no consensus. Some researchers found 12-hour shifts are better than 8-hour shifts, other researchers found the opposite results. Several factors have to be taken into account, for example starting times or the pattern of shifts. Even if those factors are important, another one has been less investigated: are people satisfied with their working schedules? Indeed, employees who are satisfied with their schedules feel less burnout than those who are less or not at all satisfied. Taking this into account, the question is: is burnout more impacted by working hours, satisfaction with schedules or an interaction between these two variables.

The participants were 269 employees in a French hospital: nurses (42%), nursing auxiliaries (37%), cleaning staff (77%), midwives (8%), laboratory technicians (2%) and other (<2%). The Burnout was measured using the MBI scale (Emotional Exhaustion, Cynicism, Professional Efficacy). We asked their schedules (12 or 8-hour shifts) and satisfaction about their schedules.

Results show that employees feel less emotional exhaustion and cynicism when they work in 12-hour shifts. There are moderating effects from the satisfaction with the worker's schedule. For cynicism, the protective effect of 12-hour shifts is higher for employees who are dissatisfied with their schedules. For emotional exhaustion, there is a strong protective effect for employees in 12-hour shifts who are satisfied and a negative effect for employees in 12-hour shifts who are dissatisfied.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

TH-P01-053

**The relationship between Nurses' Burnout, Empathy and Social Support**

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**Content:** Purpose. Burnout has become a modern society phenomenon, and nurses are exposed to one of the highest risk of burnout. Social demands for nurses are increasing, causing more psycho-emotional stress at work and burnout risk. Therefore, it is important to reduce the risk of profession related fatigue using internal and external personal resources. It is believed that empathy can be seen as internal human resource and social support – as external.

The purpose of this study is to analyse the links among nurses' professional burnout, empathy and social support.

Design/methodology. The study included 258 female nurses' (aged 23 - 68), residents of Šilutė town and district.

Methods. Burnout was assessed by the Copenhagen Burnout Inventory (Borritz, Kristensen, 2005,  $\alpha = .94$ ). Empathy was measured by the Interpersonal Reactivity Index scale (Davis, 1983,  $\alpha = .79$ ). Medical Outcomes Study Social Support Survey (Sherbourne, Stewart, 1991,  $\alpha = .94$ ), has been used to measure Social support.

Results. The results of the research showed links between nurses' work-related burnout, personal distress and lower social support. An increase in nurses' work-related burnout was predicted by lower total work record in an institution, higher workload, higher personal distress as well as lower informational social support and lower positive social interaction.

Limitations. Convenience sample limited to female nurses in a small district, self-administered questionnaires.

Research/practical implications. The findings encourage nurses and administrative staff pay attention to nurses' work environment and psychological help for nurses.

Originality/value. This research contributes to a better understanding of burnout phenomenon among nurses.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Burnout and fatigue***

TH-P01-054

#### **Switching from burnout to job-related depression: A preliminary study**

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**Content: Purpose.** This study aimed at: (a) documenting burnout-depression overlap; (b) introducing a method for assessing *job-related* depression; (c) examining the links between job-related depression, job (dis)satisfaction, and job-induced turnover intention (JITI).

**Design/Methodology.** The study involved 286 female school employees from New Zealand. Depression was assessed with the 9-item depression module of the Patient Health Questionnaire (PHQ-9). The PHQ-9 allows the investigator to grade the severity of depressive symptoms and establish a provisional diagnosis of major depression based on a specific algorithm. In order to etiologically relate depression to work, the PHQ-9 was added the following item: "If you checked off any problems, do you think your work is the main cause of these problems?". Job satisfaction and JITI were each evaluated with a single-item measure. Burnout was assessed with the Shirom-Melamed Burnout Measure (14-item version).

**Results.** Burnout and depressive symptoms were strongly associated ( $r = .80$ ; disattenuated correlation:  $.89$ ) and correlated almost identically with job satisfaction ( $-.61$  versus  $-.58$ , respectively) and JITI ( $.42$  versus  $.41$ , respectively). About 13% of the participants were identified as clinically depressed. About 86% of clinically depressed participants attributed their symptoms to their job. Job-related depression was associated with pronounced job dissatisfaction and a trebled incidence of JITI.

**Limitations.** The study was cross-sectional. The representativeness of the sample is unknown.

**Research/Practical Implications.** Occupational health researchers and practitioners are provided with an economic way of assessing job-related depression.

**Originality/Value.** The long-studied, nosologically well-characterized construct of depression can replace the diagnostically undefined construct of burnout.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Burnout and fatigue*

TH-P01-049

**The Relationship between Burnout and Stigmatizing Attitudes towards Mentally Ill among Non-Medical Mental Health Professionals**

A. Endriulaitiene <sup>1,\*</sup>, R. Marksaityte <sup>1</sup>, K. Zardeckaite-Matulaitiene <sup>1</sup>, A. Pranckeviciene <sup>2</sup>, D. Tillman <sup>3</sup>, D. Hoff <sup>3</sup>

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**Content: Purpose** Stigma of mental illness is usually analysed as the risk for patient wellbeing. Research of stigma as the correlate of occupational burnout is almost absent. Stigmatization in mental health settings might be the unique stressor contributing to lower occupational wellbeing. This study aimed to explore the relationship between burnout and mental illness stigma in the group of non-medical mental health care professionals (MHP).

**Design/ Methodology** 234 professionals (123 psychologists, 111 social workers) answered the self-reported questionnaire in cross-sectional survey. Maslach Burnout Inventory, Community Attitudes towards Mentally Ill Scale, and Social Distance Scale were used.

**Results** Higher levels of emotional exhaustion and cynism, and lower levels of professional efficacy were related to more stigmatizing attitudes of non-medical MHP, both negative community attitudes and higher social distance. Although social workers reported higher levels of negative attitudes than psychologists, more significant correlations between burnout and mental illness stigma was found in the group of psychologists.

**Limitations** Non-random sampling and self - report data with possible social desirability bias should be taken into account.

**Research/ Practical Implications.** Prevention of burnout should take into account the attitudes of professionals towards their clients, especially in the group of psychologists. More extensive research on different types of mental health stigma is needed.

**Originality/ Value** The study addresses the new issue in well-being of mental health care professionals – stigmatization of clients as the risk factor for poor occupational health. Also data about non-medical professions, like psychology and social work, contribute to the gap in the literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

TH-P01-050

**Burnout in Early Career of Mental Health Care Professionals: Is Mental Health Stigma a Correlate?**

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**Content: Purpose** Burnout in helping professions is rarely investigated among early career professionals. Unique stressor in mental health settings might be stigmatizing attitudes towards mentally ill clients, but their contribution to burnout is not clear. The purpose of this study is to investigate the relationship between burnout and mental health stigma in the sample of early career mental health professionals.

**Design/ Methodology** 181 professionals participated in the cross-sectional study. 110 participants were working students and 71 were professionals with less than 3 years of work experience. Both were employed as psychologists, social workers, psychiatrists or mental health nurses. They filled in the self-report questionnaire with Community Attitudes towards the Mentally Ill Scale, Self-Stigma of Seeking Help Scale, and Maslach Burnout Inventory.

**Results** Higher cynism significantly correlated to more stigmatizing community attitudes, and lower professional efficacy correlated to higher levels of help-seeking stigma. Still, among working students only higher cynism was related to negative community attitudes. In the group of non-student professionals community attitudes were not related to burnout, whereas help seeking stigma was related to higher levels of all components of burnout.

**Limitations** Small sample size and self - report data is the concern when generalizing the results.

**Research/ Practical Implications** Stigmatizing attitudes should be addressed in training curricula and preventive efforts, as they might be the risk factor for burnout of early career mental health professionals.

**Originality/ Value** The study addresses the unique group of participants in burnout literature - working students and early career specialists in mental health settings.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Burnout and fatigue***

TH-P01-008-interactive

**Employee burnout under a workaholic manager: an exploration of the relationship between workaholic managers, climate development and employee burnout**

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**Content:** To our knowledge, no study to date has examined the impact of a workaholic manager on their team members. This study seeks to shed light on this knowledge gap through the examination of what impact a workaholic manager has on the team climate and the subsequent impact this has on employee burnout, taking resilience and susceptibility to emotional contagion into account as moderators of these relationships. We hypothesise that teams working under a workaholic manager will have low psychological safety climate scores and high scores on burnout.

The hypotheses will be tested within a financial services company in Dublin, Ireland. Approximately 50 teams and their managers will be invited to complete an employee and manager survey respectively. ML-SEM techniques will be used to test the hypothesised relationships.

Although the data will be multi-level in nature, we will be unable to make inferences regarding causality as a cross-sectional design will be used.

The results of the study will shed light on the detrimental impact of manager workaholism on the team and therefore highlight the importance for organisations to ensure that workaholism is not encouraged for management.

There have been recent calls for empirical studies examining the relationship between workaholism and organisational climates and between workaholism and working conditions. This study will respond to such calls and further identify the mediating role of climate in the relationship between manager workaholism and employee burnout. Findings from this study could be very beneficial for organisations wanting to take proactive steps in preventing employee burnout.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employee stress and burnout**

**Burnout and fatigue**

TH-P01-004-interactive

**Mental Health Therapists Specializing in Trauma: Addressing Stress and Burnout**

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**Content:** Mental health professionals are at risk for stress and burnout. In particular, those who work with incarcerated, abused, traumatized and tortured populations are at higher risk (Avieli & Ben-David, 2016). Those professionals working with inmates, face additional stressors given the setting and potential for violence by the inmates. While, mental health professionals working with victims of child abuse may face greater risk of compassion fatigue. Resilience has been found to be a critical component related to stress and burnout (Lee, et al, 2015). Additionally, mindfulness has been found to be related to worker stress (Kemper, Mo, & Khayat, 2015). This poster presentation will focus on employer-initiated interventions to combat mental health worker stress in two settings (prisons, child-abuse treatment center). Some of the suggested interventions include mindfulness, massage, team building and intentionality. Attendees will gain a number of interventions which may be utilized by administration to combat mental health worker stress and burnout.

Avieli, H. & Ben-David, S. (2016) Predicting professional quality of life among professional and volunteer caregivers. *Psychological Trauma: Theory, Research, Practice, and Policy*, 8(1), 80-87.

Kemper, J.J., Mo, X. & Khayat, R. (2015). Are mindfulness, and self-compassion associated with sleep and resilience in health professionals? *Journal of alternative and complementary medicine*, 21(8), 496-503.

Lee, K.J., Forbes, M.L., Lukasiewicz, G.J., Williams, T., Sheets, A., Kisher, K., & Niedner, M.F. (2015) Promoting staff resilience in the pediatric intensive care unit. *American Journal of Critical Care* 24(5), 422-430.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Labor market issues*

*Career patterns and mobility*

FR-P02-001-interactive

**Exploring Job Transitions in Germany with Latent Cluster Analysis**

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**Content: Purpose:** Job and career transitions are unique experiences that vary from person to person. The purpose of this study was to explore possible underlying patterns and characteristics of transitions, based on variables from the Occupational Mobility Topic of the German Socio-Economic Panel Study (GSOEP). **Design/Methodology:** Participants compared characteristics of their new job on a 3-point scale (better, same, or worse than the previous job) on six indicator variables from the GSOEP: (1) use of professional knowledge, (2) job security, (3) working hour regulations, (4) work load, (5) advancement opportunities, and (6) earnings. We used MPlus to conduct Latent Cluster Analysis (LCA). **Results:** Considering fit indices and conditional item probability plots, we identified models with 4-5 clusters as fitting for demonstrating job transition characteristics in the sample. **Limitations:** The current study is exploratory, cross-sectional, and does not allow for transitional and causal analyses yet. **Research Implications:** Since LCA is a person-centered approach to analyzing job changes, it allows for taking into consideration the differential experiences of people who are transitioning jobs. Indicators have shown that transitions do not necessarily degenerate or improve all aspects of the new job. Instead, there are distinct classes of job changers for whom there may be differential patterns and outcomes due to their belonging to a particular latent class. **Originality/Value:** Establishing valid patterns of career transition characteristics opens new avenues for a lifespan perspective on healthy careers. Further analyses are underway to investigate distal outcomes dependent on latent class membership and longitudinal latent transition analysis.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Career planning and management*

FR-P02-038

**Managers returning to work after a long-term leave of absence: how do workers judge their difficulties of organizational socialization upon return?**

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**Content:** In the E.U., the law allows workers to take a leave of absence for a personal or professional reason for several months or years, which guarantees them the right to return to work in the same company. Yet the transition of coming back to work in the organization after a long absence raises several issues (Gardner et al., 2010). These difficulties that need to be resolved when returning to work challenge the person's professional future, as well as the quality of work life and performance in the organization. As for the social acceptability of legal leaves of absence, since managers have taken on roles and responsibilities that are part of the stereotypes about professionals with a managerial status, they do not often feel legitimate in taking a long-term leave for personal reasons (Fusulier, Laloy & Sanchez, 2007). The present study seeks to shed light on these perceived problems in the socio-professional environment when managers return to work after a legal leave of absence. The return transition is analysed drawing on approaches in organizational socialization (Van Mannen & Schein, 1979; Bauer, Morrison & Callister, 1998). A survey using the scenario method was given to 377 workers in a variety of companies. The items were adapted from Perrot & Campoy's (2009) organizational socialization scales, asked about the degree of problems that may be experienced in their organization by a production manager (man or woman) returning to his/her job after a legal leave of two years (for parental leave, professional training, creating a company, or personal reasons). As expected, organizational socialization upon returning was considered more or less difficult depending on the reason for the leave (personal or professional) and on various aspects of organizational socialization upon returning. In addition, significant differences in evaluating difficulties were found depending on the respondents' seniority and their level in the company.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

FR-P02-040

**Proactive career behavior in dynamic strategic environments**

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**Content:** Proactive career behavior is important in dynamic and rapidly evolving job markets and economies, because it enables adaptation of career paths and personal development to changing circumstances. While previous research has mainly focused on individual (e.g., personality) predictors of proactive career behavior, we know little about how individuals' proactive career behavior is influenced by distal contextual factors, such as dynamics in the external strategic environment of an organization. This is important, however, as person-environment fit theory suggests that individuals adjust their careers and skills to create fit between their own skills and the environment (which also should encompass broader strategic developments). We investigate this connection regarding digitization as a strategic issue that currently influences and transforms many industries and organizations. We present initial evidence from an ongoing large-scale data collection among recent university graduates across different industries, job types, and levels of responsibility to show how individuals react with proactive career behavior in response to their perception of digitization as a strategic issue.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

FR-P02-003-interactive

**Development of short 18-Item Networking scales from Wolff and Moser's (2006) multifaceted networking measure**

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**Content: Purpose.** Networking is an important career strategy and refers to developing contacts that assist people in their work and career. We report on the development of a short 18-item networking instrument based upon Wolff and Moser's (2006) multifaceted 44-item measure. This measure distinguishes a structural facet (internal vs. external networking) and a processual facet (building - maintaining - using contacts) and derives six subscales by crossing these facets (i.e., building internal contacts, building external contacts, maintaining internal contacts etc.).

**Design/ Methodology.** We use four samples (total N = 979) to examine reliability, factor structure, and validity (i.e., measures of personality, career attitude, and task characteristics) of the short scales.

**Results.** Multiple group confirmatory factor analyses show that a model with six first-order factors referring to the original six subscales and two higher-order factors (internal/external networking) fits the data well. Factorial invariance holds across the four samples. The majority of validation criteria correlate with the scales in the predicted direction.

**Limitations.** While reliability for the higher-order factors is good (i.e., alpha > .80) it is only satisfactory for the first-order factors (i.e., alpha > .60).

**Research/practical implications.** The scales might be especially applicable in longer, time consuming surveys and provide a quick means for self-assessments of networking (e.g., in trainings).

**Originality/ Value.** We provide an economic measure to assess networking. As we selected items to cover the full breadth of the construct, our scales are presumably more valid than "bloated specifics" or ad hoc scale constructions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

FR-P02-041

**Illness Narratives and Future Career Expectations: The Impact of Positive vs Negative Work Stories on Chronic Patients' Possible Future Work Selves**

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<sup>1</sup>VU University, Amsterdam, <sup>2</sup>Utrecht University, Utrecht, Netherlands, <sup>3</sup>University of Lincoln, Lincoln, United Kingdom

**Content:** Thinking about work and planning a career is a serious challenge for people with a chronic illness. In order to explore their career options, patients often read illness narratives, which are shared within the patient community. The impact of these narratives is, however, rarely investigated. This study aims to bridge this gap by exploring under which conditions either positive or negative work stories of fellow sufferers will inspire patients' work motivation, influence expected work ability and affect patients' narratives of their hoped-for or feared Possible Future Work Selves (PFWS). An online field experiment was conducted with a sample ( $n = 172$ ) of people with Inflammatory Bowel Disease (IBD). The 172 participants read a positive or negative work story about a person working with IBD. The stories were fictitious, but inspired by real stories and written by a patient with IBD. After reading this story, the participants described their PFWS, followed by quantitative scales measuring work motivation, sustainable employability and expected future work ability. It is hypothesised that positive stories increase participants' descriptions of hoped-for or desired future work selves and negative stories would stimulate more avoided or feared future work selves. Furthermore, positive stories are expected to increase work motivation, estimated work ability and positive emotions. However, in cases of high illness activity, positive stories could be demotivating, while negative stories could offer comfort. The experiment has been conducted and results are currently analysed. The results of this study could help patient support groups, doctors and career counsellors.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

FR-P02-039

**Individual antecedents of networking behavior – Evidence based on two samples**

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<sup>1</sup>University of Bamberg, Bamberg, Germany

**Content: Purpose**

Networking is an important career management strategy and has positive effects for employees (e.g. career success) and students (e.g. finding first employment). This study builds on and extends previous research by identifying individual level antecedents of networking behavior amongst students and employees by focusing on bright (e.g., core self-evaluations) and dark (e.g., Machiavellianism) personality traits.

**Design/Methodology**

Data from 212 German university students and 71 employees were collected via an online questionnaire using multidimensional networking scales.

**Results**

Multiple regression analyses showed differentiated associations of bright and dark personality traits with networking. For instance, students' core self-evaluations were positively associated with using contacts, while students' Machiavellianism was positively related with maintaining contacts. Employees' core self-evaluations positively predicted building internal contacts, but employees' Machiavellianism positively predicted maintaining and using internal contacts.

**Limitations**

The limitations of the study are the cross-sectional research design, the single-source data and the small employee sample size.

**Research/Practical Implications**

Understanding the antecedents of networking is critical for training processes. Our study shows that some individuals are more likely to engage in some forms of networking behavior than others. Career programs at universities and organizations should offer trainings to individuals who are unlikely to engage in networking in order to support them in their career development.

**Originality/Value**

Our study assesses both bright and dark personality traits and their specific associations with networking behaviors in two different samples (students and employees) and thus extends prior research on the importance of individual level antecedents of networking.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

FR-P02-004-interactive

**"Tell me what you think today and I will tell you who you will be tomorrow": gender stereotypes and future career**

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<sup>1</sup>Vytautas Magnus University, Kaunas, Lithuania

**Content: Purpose.** Although gender equality issue is a common topic in the field of organizational psychology, we still have unanswered questions (Blackburn, 2010; Lippa, Preston, Penner, 2014). One of them is about our stereotypes and aspirations for future profession and position in the organizational hierarchy. Today's thoughts can be a rigorous criterion for the future career prediction. Stereotypical attitudes towards job segregation can influence our career expectations.

**Design/ methodology.** To test the assumption a quantitative survey with 195 participants (67 percent women and 33 percent men) was employed. Students from 3 Universities in Kaunas, Lithuania completed questionnaires about their attitudes towards stereotypical male and female jobs and individual career expectations using Lithuanian classification of economic activities (2008) (type of the job) and Lithuanian classification of occupations (2012) (rank in organization).

**Results.** With reference to Mann – Whitney U criterion (1103,  $p < 0.001$ ), students who chose traditional (gender based) economic activity for their future profession had stronger stereotypical attitudes towards male and female jobs. However, stereotypical attitudes towards job segregation didn't differ in students' groups of particular choice for their future career position (leader or subordinate).

**Limitations.** Not only gender stereotypes should be included into the future research of career prediction models.

**Research/ practical implications.** Stereotypes an employee has is an important variable in the scientific analysis of career and its application to practice.

**Originality/ value.** Both vertical and horizontal career paths were taken into account in the study presented above.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Career planning and management*

FR-P02-002-interactive

**Barriers that Block Women's Leadership and Career Satisfaction**

E. Hoole\*, J. Leslie <sup>1</sup>

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**Content:** Gender parity and the lack of women in leadership is an enduring, thorny and not easily tackled issue. Most organizations are aware of and directly deal with first-generation bias, such as overt sexism and discrimination. Second-generation bias is more insidious and harder to recognize and address. Investigating second-generation barriers as a form of women's persistent underrepresentation in leadership positions was the priority for this study exploring (1) barriers women encounter to reaching the top (2) the barriers that best predictors women's career dissatisfaction and (3) actions organizations and women can take to lessen barriers. Survey data were collected from 935 people (97% female) working in the retail, consumer goods and services industry. Data were analyzed using multiple regression. Results indicate three main barriers stop women from achieving leadership positions: (1) conflicting priorities, (2) being overlooked and undervalued, and (3) being undermined. Women identified competing work-life priorities as the main reason they have held back from leadership positions. Women report they are most satisfied when they are not overlooked and undervalued, but are perceived as a leader or potential leader and receive appropriate developmental support. Age, career level, and race each impacted these perceptions. The findings are currently limited to the specific region and industry and need to be tested for generalizability more broadly. These findings can help women and companies remove obstacles and drive change. This study adds value to the field by combining a focus on women's career satisfaction with organizational context to understand the supports and barriers.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Conflict escalation***

TH-P01-061

**FUNCTIONS OF WORK: PERSPECTIVES OF ORGANIZATIONAL CONFLICT FROM THE PERCEPTION OF ADULT AND YOUNG WORKERS**

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<sup>1</sup>Instituto de Investigaciones de la Facultad de Psicología, Buenos Aires, Argentina

**Content:** Purpose: To investigate on the meanings of work attributed by a group of workers in Argentine territory.

To explore how psychosocial factors affect workers' quality of life in aspects like: work requirements, effective/ineffective form of social support and leadership, insecurity and grade of organization's recognition towards their employees.

Methodology: Empirical descriptive co-relational study with cross-cutting and quantitative approach. Quantitative technique: Questionnaire for the Evaluation of Psychosocial Factors (CEFAP). Sample: voluntary not probabilistic with 580 workers from an organization.

Results: Significant differences found between adult and young workers in their experience of work.

The factors that characterize the difficulties of the adult workers are, in order of impact: esteem, labor motivation, and social support and quality of leadership. Whereas the positive factors for this group are: work conditions, insecurity, and job safety.

For the group of young workers the negative factors in their work practices are: social support and quality of leadership, esteem, and symptomatology. Whereas positive factors are: insecurity, work conditions, and labor motivation.

Limitations: Relative to the size of the sample and the socio-demographic and cultural characteristics of the labor market.

Practical Implications: It provides information about current perceptions, expectations and valuations of work according to ranges ages.

Value: It is orientated to the improvement of the quality of labor life.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Conflict in organizations***

***Conflict escalation***

TH-P01-062

**Contributions from Psychosociology to the analysis of cooperation and conflict in co-operative organizations.**

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<sup>1</sup>Department of Psychology, Federal University of São Carlos, São Carlos, Brazil

**Main Abstract Content:** This empirical research analyzed experiences of cooperation and conflict in small farmers' co-operatives based on the Psychosociology theory. Since the late 1980s, Latin American countries have adopted in their development policies co-operative as organizational model to support small farmers, to reduce poverty and labour exploitation. Literature has been shown in these cases that conflicts may be most evident when the co-operative model is mandatory and far from the community reality. Psychosociology understands cooperation and conflict as inseparable elements in organizational life, which are explained by the analysis of three interrelated levels: institutional, group and individual. The hypothesis was that the conflict goes beyond the lack of structural conditions to cooperate. It can reveal a mismatch between the institutionalized rules for co-operatives and the experiences and meanings of the group. To be transformed in cooperation, conflict depends on bonds of belonging and otherness recognition. We observed the routine and interviewed 35 farmers from three co-ops located at the same rural community in Brazil. In all of those, the members rejected formal cooperation neither established bounds of belonging with group. They had difficult to negotiate differences and had to deal with a bureaucratic model imposed by governmental agencies. But they also reproduced the same exploitation relationship that they suffered over their lives. The recognition of the other happened in the negative way, feeding this vicious circle which affected the establishment of labour empowerment. We suggests the need to improve knowledge about subjective dimension implied in the relationship between community and development policies.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Conflict escalation***

TH-P01-009-interactive

**Conflicts in educational organizations in Germany: Development of an escalation-stagnation-de-escalation-resolution-prevention-model**

B. Hodapp\*

**Content: Purpose:** Leaders of organizations within the educational system of lifelong learning (Nittel et al., 2014) are confronted with a variety of conflicts (Herrmann, 2009; Schreyögg, 2008). Due to the fact that educational organizations are not comparable to other corporations (Zimmer, 2014), research which investigates conflicts within the educational system is needed.

**Design/Methodology:** How do leaders of these organizations manage such conflicts? Why do the conflicts occur? Which aspects promote the escalation of the conflicts? How can a de-escalation or resolution be reached? How can the conflicts be prevented? To answer these questions, expert interviews (Meuser & Nagel, 2013) with managers of institutions in the pre-school, the secondary school sector and the area of adult/further education have been conducted (N = 15).

**Results:** The data have been qualitatively analyzed following the coding processes of the Grounded Theory Methodology (GTM; Strauss, 1998). A process model has been developed which shows different steps of how conflicts occur, escalate, stagnate, and how they can be de-escalated, resolved and prevented.

**Limitations:** Only conflicts within the educational system were investigated. Using a qualitative approach, the sample is small.

**Research/Practical Implications:** The results can help to understand why conflicts occur, which factors accelerate the escalation of the conflicts, how they can be resolved and prevented. The results can be useful in the context of conflict management, leadership development or supervision/coaching. It remains to examine if the results can be transferred to organizations outside the educational system.

**Originality/Value:** It is the first study in which a conflict-escalation-stagnation-de-escalation-resolution-prevention-model was developed especially for the educational system, based on the qualitative approach of the GTM. It can help leaders in the educational system to manage conflicts within their organizations better.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Conflict management***

TH-P01-064

## **Multi-focus intervention in solving long-term conflicts in the Evangelian Church**

H. Hopff\*

### **Content:**

#### **Purpose**

This Paper demonstrates how a multi-focus intervention is necessary in solving long term conflicts in the church of Denmark. The Evangelical Lutheran Church of Denmark is state-supported with the reigning monarch as the supreme secular authority. One of the Bishops called for expert consultancy after a year-long conflict in one of the parishes in Southern Denmark.

The participants are engaged into letting go of anger and distrust and to look for agreeable solutions for the future cooperation. A mind-set where the participants keep on looking for faults is considered a way of maintaining conflicts.

#### **Design**

Individual interviews with all members of the parochial council. Individual interviews with Head of Secretary and the principal vicar. Interview with the Bishop and interviews with the parish vicars. The interviews had two means: 1. To discover how the conflict has emerged and escalated. The willingness to let go of distrust. 2. Engaging the participants in finding a common agreed solution. The interviews were followed by 6 group meetings with the participants.

#### **Results**

8 of 10 members of the parochial council reported that the conflict had reached a level where they were capable of continuing their meetings without support from the consultant. Two members felt that the conflict still lead to distrust to other members of the council. The parochial council has successfully designed an all-new meeting agenda with structured feed back as a part of their meetings. This agenda makes it possible to address frustrations before they escalate into new conflicts.

#### **Limitations and originality/value**

This method has proven good value in a religious organisation. It is not known how the intervention will affect e.g. in the industrial sectors. However many public and commercial organisations are based on very strong values. This may lead to potential conflicts when communication is not able to manage differences in the employee values.

#### **Practical implications**

In long-term conflicts, assistance from outside consultants is necessary in order to manage the conflict. A team of two consultants is preferred as it is difficult for one consultant to stay in a neutral position. As prevention always is better than waiting until problems grow out of hand, value based organisations must try to implement structured feed back mechanisms as part of meeting agendas.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Conflict management***

TH-P01-010-interactive

#### **Conflict resolution styles, moral reasoning, and belief in a just world among legal professionals**

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<sup>1</sup>University of Zadar, Zadar, Croatia

#### **Content: Purpose**

According to the assumed importance of conflict resolution, moral reasoning, and beliefs in a just world for the jobs performed by legal professionals, the aim of this research was to examine the relationship of these variables on such professionals in Croatia.

#### **Design/Methodology**

A cross-sectional survey study was conducted on different types of legal professionals (notaries, lawyers, and judges) in Croatia. Participants (n = 185) filled in a questionnaire designed to measure conflict resolution styles, moral reasoning (indexes of moral reasoning and attitude dominance, humanistic and conservative orientations) and belief in a just world (BJW) (general-G and personal-P).

#### **Results**

One-way ANOVA revealed that judges preferred the *withdrawing style* in comparison to notaries, but no differences were found in other conflict resolution styles (*forcing* and *joint problem solving*), moral reasoning nor in the belief in just world. Backward regression analyses on different conflict resolution styles showed that female gender, higher index of attitude dominance and higher BJW-G were predictors of higher *joint problem solving* (18% of variance) and *withdrawing* (13%). Furthermore, higher BJW-P also predicted *joint problem solving*, while *forcing* (3%) was only predicted by a higher humanistic orientation.

#### **Limitations**

Enlarging the sample size would be desirable, as well as including some other possible predictors.

#### **Research/Practical Implications**

These results implicate that changes of some aspects of personal attitudes could modulate the type of conflict resolution individuals of different gender and professional role use.

#### **Originality/Value**

There is limited research in this area, especially when examining the relations of conflict resolution styles with moral reasoning on legal professionals.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Conflict management***

TH-P01-063

**Why tough men should be sorry: apology as an equalizer**

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<sup>1</sup>Singapore Management University, Singapore, Singapore

**Content:**

**Purpose**

This study investigated whether physical characteristics of a transgressor (i.e., facial dominance) influence the perceived severity of transgression event, and whether this difference can be mitigated by the use of apology as a signal of good intentions.

**Design/Methodology**

76 participants from a large university in Singapore engaged in multiple rounds of Prisoner's Dilemma Game for real money, where the other player was in fact a preset algorithm. The algorithm first cooperated to establish trust and then suddenly defected, which manipulated transgression. After transgression, the algorithm either apologized or remained silent (apology vs. no apology condition), and participants rated perceived severity of the transgression. Facial dominance was manipulated by player's avatar face. This constituted 2 (high vs. low facial dominance) x 2 (apology vs. no apology) between subject design.

**Results**

Without apology, transgressions committed by players high in facial dominance were perceived as more severe. This difference disappeared when apology was used.

**Limitations**

We used only male computer-generated avatar faces.

**Research/Practical Implications**

High facial dominance may present certain handicap in the situations of breaches of trust but this disadvantage can be mitigated by the use of apology.

**Originality/Value**

Our study demonstrates that transgressor's physical characteristics influence victim's perception of transgression situation, which has been overlooked by current trust restoration research. In addition, it uses economic game with real outcomes to manipulate trust and consequent transgression.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Conflict management***

TH-P01-011-interactive

**Conflict Style Fit: A novel approach to studying conflict management in the workplace**

A. M. Damp\*

**Content:**

**Purpose:** The objectives of the present research were twofold: 1) employ a person-centered, analytic approach to studying individual conflict management styles and perceived organizational conflict management climates, and 2) operationalize a novel construct, namely conflict style fit. Individual and organizational conflict management profiles were identified by their varying usage of competing, avoiding, compromising, accommodating, and collaborating styles when managing conflict in the workplace. Furthermore, conflict style fit was operationalized by exploring how individual and organizational profiles combined to influence perceived fit, group satisfaction, process satisfaction, conflict resolution, and conflict efficacy. Profile combinations with higher outcomes reflected higher conflict style fit.

**Methodology:** Questionnaire data were obtained from two independent samples of employees from a variety of organizations ( $n = 314$  for Sample 1, and  $n = 320$  for Sample 2). Latent profile analyses were conducted to identify individual and organizational conflict management profiles in each sample. Subsequently, multiple analyses of variance were conducted to assess conflict style fit.

**Results:** Three individual and three organizational profiles were identified. Conflict style fit was higher for certain profile combinations than others based on their relations to the outcomes of interest. Results largely replicated between samples.

**Limitations:** Climate was measured subjectively. Future research should objectively measure organizational conflict management climates.

**Implications:** Researchers should utilize a person-centered approach when studying conflict management styles, and organizations should foster constructive conflict management climates.

**Originality:** To my knowledge, this research is the first to investigate conflict management styles via a person-centered approach and to operationalize conflict style fit.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***  
***Consulting, coaching and counselling***

FR-P01-001-interactive

**The good, the bad, and the unknown about team coaching**

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<sup>1</sup>Babes-Bolyai University, Cluj-Napoca, Romania

**Content:** As the complexity of the work increases, teams have become necessary to perform at optimal level within organizations. Although interventions at the team level are developing, there has been a lack of clarity regarding the place and the value of different forms of interventions on the teamwork quality and team effectiveness. Customized to meet the specific needs of the team, team coaching consists of collective learning experiences designed to enable members to gain insights into team dynamics and a new awareness about the resources the team has and its performance. To provide theoretical clarity and to advance research on team coaching as an emerging intervention at the team level, we conducted a systematic analysis of the literature to understand the conditions under which it can enhance performance. We first reviewed and tied together different conceptualizations of the team coaching in the literature and illustrated how they share a common understanding or are rather divergent. After providing integrative conceptualizations of team coaching dimensions, we then explored the relative effects of the team coaching on team functioning and performance. Overall, our review revealed that minimal research has been completed to date. However, practitioners have contributed to the team coaching literature providing a number of case studies. Beyond these, little evidence-based research has been conducted on team coaching highlighting motivational and behavioral intervening mechanisms. Finally we discussed challenges, including implications and future directions for the study of team coaching.

**Disclosure of Interest:** None Declared

**Keywords:** None

**The Role of Parenting Styles and Individual Characteristics on Impulse Purchase: A Model Testing**

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<sup>1</sup>Ege University, İzmir, Turkey

**Content: Purpose**

Impulse purchases can be defined as unplanned purchase decisions which are characterized by hedonic value and strong urge to buy. The reasons to buy impulsively can be due to store/product characteristics or can be related to personality characteristics or cognitive processes such as low self-esteem, low-self-control or low self-regulation. There is ample evidence in literature linking the relationship between impulse purchase and those variables. However, there is no prior study that examines the effect of family characteristics on impulsive purchase behavior. The literature shows strong relationship between parenting styles (authoritarian, authoritative, permissive, and uninvolved) and self-esteem, self-control and self-regulation. In this vein, the aim of the present study is to link parenting styles to impulse purchase with the mediating effect of three above-mentioned personality characteristics.

**Design/Methodology**

University students (N = 400) are the participants of the study and the data collection process currently continues. Our survey battery consists of Self-esteem Scale, Self-regulation Scale, Self-control Scale, Measure of Child Rearing Styles, and Impulsive Buying Scale.

**Results**

We will test our model with structural equation modeling.

**Limitations**

The possible limitations of the study can be related to common method and participant characteristics.

**Research/Practical Implications**

We expect significant effect of parenting styles on impulse purchases which will be mediated by self-esteem, self-regulation and self-control.

**Originality/Value**

This study will be the first to show effect of parenting styles on impulse purchase and will expand the scope of impulse purchase variables, and hopefully direct research stream to include family related concepts.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Economic psychology, consumer behavior and marketing*

*Consumer behavior*

FR-P02-042

**Brand engagement and search for brands on social media: Comparing Generations X and Y**

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<sup>1</sup>Nova School of Business and Economics, <sup>2</sup>Universidade Europeia - Laureate International Universities, Lisboa, Portugal

**Content:** This paper intended to characterize both Generation X's and Generation Y's referral intentions on brand engagement and electronic word of mouth (e-WOM) through Facebook. Specifically, we tested for the motivations that drive these generations to interact with brands through Facebook, using an online questionnaire conducted across nearly 330 Portuguese participants who were born between 1961 and 1999. Results showed that Generation Y members consumed more content on Facebook brands' pages than Generation X. Also, they were more likely to have an e-WOM referral intention as well as being more driven by brand affiliation and opportunity seeking. Accordingly, brands should adapt their posted online content to the characteristics of their specific audience. Particularly, Generation Y was regarded as the most cost-conscious generation.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Economic psychology, consumer behavior and marketing*

*Consumer behavior*

FR-P02-005-interactive

**The Effect of Ambient Entitlement and its' Management on the Customer Service Experience**

G. M. Fisk\*

**Content:** - · Purpose

The study of customer-to-customer (C2C) relationships recognizes that patrons can shape each other's service experiences, impacting reports of service quality, loyalty, and word of mouth. This research explores how perceiving entitlement in another patron impacts perceptions of that patron and evaluations of the service experience.

- · Design / Methodology

An experimental test was conducted to explore the effects of entitlement and its' management on the C2C relationship and related outcomes. The type of entitled request made by a patron, along with the organization's response (concede or not), were the variables of interest.

- · Results

Preliminary results indicate entitled patrons are considered undesirable social partners. Furthermore, witnessing entitlement on behalf of others triggered justice-related affect and cognitions that spilled-over to influence evaluations of the service context. When organizations were perceived as "aiding and abetting" entitlement, participants reported fewer repatronage and positive word of mouth intentions.

- · Limitations

This research uses an experimental framework to tap behavioral intentions in a hypothetical service environment. More work is needed to assess how observing entitlement impacts patrons' actual behaviors in real service settings.

- · Research / Practical Implications

Findings contribute to the emerging literature on C2C relationship development, as well as to work on the social consequences of entitlement and illegitimate claiming.

- · Originality / Value

Little work has explored what consumer entitlement is or why it matters for service organizations. The current study is among the first to examine how being privy to the entitlement of others impacts the relational and economic aspects of the service experience.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Economic psychology, consumer behavior and marketing*

*Consumer behavior*

FR-P02-044

**Product quality judgments in a two-sequence cue environment: The impact of working memory capacity and distraction on cue order effects**

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<sup>1</sup>Nova School of Business and Economics, <sup>2</sup>Instituto Universitário de Lisboa (ISCTE-IUL), Lisboa, Portugal

**Content:** Previous research demonstrated that the sequence of informational cues and the level of distraction have an impact on the judgment of a product's quality. This study investigates the influence of the force behind the processing of these cues, working memory (WM). The results from a sample of 205 participants indicate that without distraction, consumers with low and high WM capacity (WMC) equally base their product evaluation on the first sequential cue. In the presence of a distractor, however, low WM individuals are no longer able to recall the initial cue, and thus derive their product judgment from the final cue. Moreover, evidence of intercultural differences in the perception of product related cues, and their aptitude for signaling a favorable product quality is provided.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Economic psychology, consumer behavior and marketing***

***Consumer behavior***

FR-P02-045

**Neuropsychological factors of advertisements perception**

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**Content:** The project aimed at delineating factors which have an impact upon perception, and remembering of a given advertisement and its content. A group of thirty Polish students of our university were examined in the pilot study. While the examination of Ukrainian, Spanish, and Portuguese participants is in progress. That will enable evaluation of the impact of cultural factors. The program SMI Experiment Center was used, and movements of eye-ball of the participants were recorded with the Eye-tracker iViewX RED500. Two types of advertisements were presented to the participants: (1) evoking emotions, and (2) neutral. In consequence, six advertisements were used. Three were of provocative character and three neutral. The neutral advertisements were modifications of the provocative ones, e.g. a sexy girl advertising cottage cheese in the provocative advertisement was dressed up in its modification. In the next stage students answered questions concerning individual elements of the presented pictures. It enabled an analysis of relationships between the type of the watched advertisement and the number of elements memorized. The participants were also to select the answer concerning: the degree of a particular advertisement's attractiveness, strength of its emotional impact, and types of evoked emotions (positive – neutral – negative). The obtained data revealed that provocative advertisements were not better remembered though they had aroused interest. Moreover, it turned out that the provocative advertisement evoking negative emotions was neither better remembered nor its message was any better memorized. On the other hand, a message of the provocative advertisement of a positive nature was better memorized than its neutral counterpart since a number of correctly recalled elements nearly doubled. It should be pointed out, however, that those are results of pilot studies, and we intend to present the data from our broader intercultural studies at the congress.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Coping and social support***

TH-P01-013-interactive

**Organizational justice, job satisfaction and counterproductive behaviour: A Job Demands and Resources (JD-R) theory study with Social Workers.**

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**Content:** Our purpose is to examine the role of organizational justice in the framework of the job demands and resources (JD-R) theory to predict job satisfaction and counterproductive behaviours (i.e. deception, misuse of time, or peers mistreatment) in a sample of 213 Spanish social workers. Extant literature found that organizational justice influences mental health directly and by exerting a buffering effect. There is also broad consensus on the burnout-prone characteristics of social work practice and its importance to predict negative job outcomes.

Hypotheses were tested by hierarchical regression analysis including direct and buffering effects. After controlling socio-demographic variables, results confirmed direct effects and the buffering effect of organizational justice on the relationship between demands and counterproductive behaviour but not in the case of job satisfaction.

Further studies should examine why organizational justice does not buffer the negative effect of demands on job satisfaction; should analyse in depth relationships among these variables overtime and should replicate this study at the team level.

Results strengthen the role of this organizational and team antecedent on counterproductive behaviour in social work. Since the most-followed line of ethical behaviour studies place most of the pressure over the social worker as an individual, this study contributes to analyse the role of organisational justice in the framework of JD-R theory to predict counterproductive behaviour in social workers wellbeing and effectiveness. Social workers ethical training could benefit from these findings.

*Key words:* Organizational justice, Job demands-resources theory, Social work, Counterproductive behaviour, Job satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Coping and social support***

TH-P01-014-interactive

## **Conservation of Resources by Networking: a Daily Diary Study**

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### **Content: Purpose:**

Prior research primarily employed a between-person perspective, linking individuals' typical extent of networking to long-term benefits, particularly career success. Based upon conservation of resources theory (COR), we suggest that a within-person perspective yields important insights into how costs and benefits accrue from networking.

### **Design/Methodology:**

We conducted a diary study with 169 employees. Participants completed one general survey and two daily surveys (after work and before bedtime,  $N = 1317$ ) for five consecutive work days.

### **Results:**

Daily networking showed considerable within-person variation ( $ICC = .37$ ). It was positively associated with job resources, engagement, performance, and job satisfaction. Moreover, networking reduced emotional exhaustion and increased positive affect. Regarding costs, networking marginally increased work-life conflict.

### **Limitations:**

The diary study design provides a closer look at daily networking processes. However, it does not indicate the immediate effect of networking. To capture immediate effects (e.g. depletion of self-regulation), future studies may use an experience sampling design.

### **Research/Practical Implications:**

In line with COR, daily networking represents a resource that helps obtaining further resources (resource caravans). Therefore, regarding the cost-benefit ratio of daily networking individuals should be encouraged to engage in daily networking.

### **Originality/Value:**

By employing a within-person perspective on networking, we gain a more precise understanding on how networking behaviors translate into resources. Whilst prior studies have focused on work-related criteria, we also examine how networking affects well-being. Drawing on COR, we go beyond the predominant focus on networking benefits and take a look at potential costs associated with the pursuit of resources by networking.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Coping and social support*

TH-P01-012-interactive

**How to cope with emotionally stressful situations: A qualitative study with leaders of educational organizations in Germany**

B. Hodapp\*

**Content: Purpose:** Leadership is relationship. Relationships are regulated by emotions (Heisig, 2008). So again, leadership is influenced by emotions (Arnold, 2003). However, there isn't much research investigating the relationship between leadership and emotion (Urban, 2008). Especially leaders of organizations within the educational system have to deal with a variety of emotionally stressful situations.

**Design/Methodology:** How do persons leading organizations within the educational system of lifelong learning (Nittel et al., 2014) cope with emotionally critical incidents? To answer this question, expert interviews (Meuser & Nagel, 2013) with managers of institutions in the pre-school, the secondary school sector and the area of adult/further education have been conducted (N = 15).

**Results:** The data have been qualitatively analyzed according to the Grounded Theory Methodology (GTM; Strauss, 1991). Leaders of educational organizations use a variety of strategies to cope with emotionally stressful situations. These strategies are based on five dimensions: time, place, adaptation mode, reflexive mode and transitive mode.

**Limitations:** According to the GTM, the aim of the sampling is not to reach a statistical but a conceptual representativeness. Only leaders within the educational system have been investigated.

**Research/Practical Implications:** The results help to understand how leaders deal with stressful situations and how they can be supported in their coping processes. Further research should investigate the potentially different impacts that the identified strategies have on health.

**Originality/Value:** It is the first study investigating emotional coping processes in the educational system applying the qualitative approach of the GTM. Its results can be used in the context of coaching, supervision and leadership development.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Coping and social support***

TH-P01-066

**The sense of belonging: Coping effectively with labour market changes**

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**Content:** The concept of a sense of belonging expresses our personal engagement in important social systems, i.e. professional work environment. The sense of belonging gives somebody the feeling that he or she is a valuable person who fits in well and is an integral part of the group. The sense of belonging leads to better achievements in school and jobs, improved health and well-being.

New challenging changes in the current labour market, i.e. downsizing, job insecurity, employment elasticity, temporary jobs, and high competition put people in situations where they risk social exclusion.

The aim of this study was to describe the relationships between the need for a sense of belonging and symptoms of depression and how these affect a person's capacity to cope with stressful situations caused by challenging changes in the labour market.

We used path analysis of data collected from 178 individuals of both genders.

The results show direct patterns in which both depression symptoms and life satisfaction depend on an appreciable sense of belonging. The need to belong influences, in a robust and direct way, the ability to cope, focused on the search for social support.

Undertaking active strategies of coping, including confronting challenging and stressful situations, depends on having a sense of belonging. The sense of belonging correlates positively with life satisfaction and negatively with depression, which additionally strengthens the process of coping in challenging situations. An essential role is played by the sense of belonging in leading individuals to undertake active and effective coping strategies, while negative attitudes lead to alcohol and drugs using.

Our research results reveal the necessity of enhancing and supporting the sense of belonging as a significant protector and predictor of effective coping with challenging new phenomena in the labour market.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Employee stress and burnout*

*Coping and social support*

TH-P01-065

**Daily customer mistreatment, employee exhaustion and job performance: the moderating role of perceived organizational support**

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<sup>1</sup>University of Toulouse 1 Capitole (IAE), Toulouse, France

**Content: Purpose.** Previous research has found that customer mistreatment is damaging for employee performance. However, the mechanisms underlying this effect remain largely unexplored. Adopting a resource-based conceptualization of customer mistreatment (CM), we propose that employees lose resources from negative interactions with customers, leading to higher exhaustion and in turn to reduced job performance. Additionally, we posit that employees with higher perceptions of organizational support (POS) suffer less resource loss, recover resources faster and deal better with low resources when mistreated by customers.

**Design /Methodology.** Using experience-sampling methodology, we collected data from call center agents over multiple working days (N\_Study1 = 36 employees in an off-shore call center in Morocco; N\_Study2 = 51 employees in the French National Health Service). We used multilevel modelling to test our hypotheses.

**Results.** In Study 1, daily customer mistreatment predicted employee exhaustion in the evening which in turn led to reduced job performance the next day, but only when POS was low. In Study 2, daily customer mistreatment predicted exhaustion in the evening which in turn predicted exhaustion the next morning when POS was low. Morning exhaustion, in turn, led to lower performance the next day when POS was low.

**Limitations.** Customer mistreatment was self-reported.

**Research/Practical Implications.** The study helps understand the circumstances under which the harmful effects of CM on employee exhaustion and performance can be alleviated.

**Originality/Value.** We used an experience-sampling design and daily objective productivity. We were able to replicate our results in two different cultural and organizational settings.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

TH-P01-068

#### **The Deviance Cycle: Abusive supervision and knowledge hiding**

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#### **Content: Purpose**

Knowledge hiding, or intentional attempts by employees to conceal or withhold knowledge from others when requested (Connelly et al., 2012), occurs within a dyadic relationship. Previous research on knowledge hiding has not explicitly explored this form of deviance in reaction to supervisory behavior. This paper examines employee perceptions of supervisory abuse over time. We hypothesize that employee perceptions of supervisory abuse will promote knowledge hiding, which will lead to further perceptions of supervisory abuse.

#### **Design/Methodology**

Employed participants (N = 311; 57% male;  $X_{age} = 45.73$ ) completed measures of abusive supervision and knowledge hiding at three points over a 7-month time period.

#### **Results**

We used longitudinal structural equation modeling with AMOS 22. Over time, abusive supervision predicted each facet of knowledge hiding; cross-lagged relationships from abusive supervision to knowledge hiding were significant. However, cross-lagged relationships between knowledge hiding and abusive supervision were only significant from Time 1-Time 2, thus knowledge hiding appears only to predict abusive supervision in the short term.

#### **Limitations**

We only sampled participants over three time periods. Additionally, data was only gathered from a single source.

#### **Research/Practical Implications**

We demonstrate that abusive supervision elicits knowledge hiding behaviors by subordinates, and in the short-term, knowledge hiding elicits supervisory abuse in response. Knowledge hiding and abusive supervision appear to go hand-in-hand and can lead to a cycle of deviance that is difficult to prevent.

#### **Originality/Value**

This paper is the first to examine knowledge hiding in response to supervisory behavior, and adds to the growing evidence that deviance begets deviance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Counterproductive Work Behavior***

TH-P01-071

**Revenge or conservation of resources? Sources of counterproductive work behavior in the organization**

J. Czarnota-Bojarska\*

**Content:** The counterproductive work behavior (CWB) are understood to be undertaken voluntarily by the employee activities that are incompatible with the standards widespread in the organization and / or social norms, harm the functioning of the company and badly affect relations within the team. Their sources are sought in many areas, both in personal characteristics, as well as in attitudes toward work and relationships prevailing in the organization.

In recent years, the translation of the reasons CWB by the working conditions, there are two competing concepts. The first of them - a revenge hypothesis - sees sources of these behaviors in the dissatisfaction with the work and explains their mechanism as an attempt to "play" on the employer and colleagues. The second one - the conservation of resources hypothesis - interprets the CWB as those that allow to protect the resources needed to work or to increase it, eg. by sloppy or unpunctual performance of duties, blame others, etc.

In a study of a large, representative group of workers (N = 635) both hypotheses were tested. For revenge hypothesis was expected negative correlation between CWB and job satisfaction. For conservation of resources hypothesis was expected negative correlation between CWB and energy to work.

The results do not show clearly which of these two hypotheses is more explanatory power. It depends on various factors, including the type of the CWB, taken into account or demographic characteristics of workers. This can be concluded that none of the tested hypotheses can be considered for universally explaining CWB.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Counterproductive Work Behavior***

TH-P01-072

**An investigation of the potential antecedents and consequences of cyberloafing behaviors**

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**Content:** Cyberloafing, the personal use of mobile phone, email and the Internet at work, in class or any official setting is a widespread issue. Whilst technological advancements provide individuals' with different opportunities to improve their productivity and efficiency, they also generate misbehavior and production deviance.

The purpose of this study is to investigate different forms of cyberloafing and to examine its antecedents and consequences in higher education. Students are potential members of the workforce and new generations are more prone to using technology in daily life, therefore this study, by understanding students' approach to cyberloafing, will provide conceptual and practical implications to organizational decision makers.

Based on the Theory of Planned Behavior it's proposed that students' perceptions of descriptive and prescriptive norms, attitudes towards cyberloafing, behavioral attitudes and justification of cyberloafing and concentration on Internet use will have positive effect on cyberloafing behavior. It's also proposed that, as consequence of cyberloafing, withdrawal behavior will increase.

A multi item questionnaire is applied to undergraduate students, studying in Marmara University Business Administration Department (n=238).

The results supported our hypotheses and Theory of Planned Behavior since the model accounted for 40% of the variance in cyberloafing. Attitudes towards cyberloafing ( $\beta=.303$ ,  $p<.05$ ), behavioral attitudes ( $\beta=.412$ ,  $p<.05$ ), descriptive & prescriptive norms-friends ( $\beta=.318$ ,  $p<.05$ ), descriptive & prescriptive norms-supervisor ( $\beta=.366$ ,  $p<.05$ ), concentration on Internet use ( $\beta=.382$ ,  $p<.05$ ), justification ( $\beta=.414$ ,  $p<.05$ ), had significant effect on cyberloafing behavior. Finally, cyberloafing had significant effect ( $\beta=.366$ ,  $p<.05$ ) on withdrawal behavior and explained 12% of the variance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

TH-P01-070

#### **Dark Triad traits at workplace:**

#### **How subclinical psychopathy, subclinical narcissism and machiavellianism affects position and work-attitudes**

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#### **Content:** Purpose

The aim of the current study was to investigate how the magnitude of socially aversive personality traits (subclinical psychopathy, subclinical narcissism and Machiavellianism) is represented in the position and work attitudes of employees.

#### **Design/Methodology**

A questionnaire-based study was conducted among full-time employees (N= 598) where dark triad traits, field and level of position were measured. In a second study, the relation of dark triad traits and work-attitudes (work-satisfaction, intention to leave, organizational trust, organizational identification) was analyzed on another sample of employees (N= 256).

#### **Results**

Our results show that individuals in higher positions of workplace hierarchy had higher scores on psychopathy and narcissism scales. The highest dark triad traits were found in the fields of hospitality and tourism, construction industry, and arts and entertainment.

Dysfunctional work-attitudes (low levels of organizational identification, organizational trust, work satisfaction and high levels of leaving intentions) were predicted by psychopathy and partly by Machiavellianism, but not by Narcissism.

#### **Limitations**

Using self-reported questionnaires for measuring socially malevolent traits, could make the study vulnerable for social desirability effects, but the anonymous testing situations was expected to reduce this distortion.

#### **Research/Practical Implications**

These results suggest that dark triad traits – and mainly subclinical psychopathy - should be taken into consideration when personality predictors of counterproductive work behavior and attitudes are researched.

#### **Originality/Value**

The current study implies empirical evidence to the assumption that dark personality traits can be in connection with position in the corporate hierarchy. It also highlights that these traits can predict dysfunctional work attitudes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

TH-P01-016-interactive

## **Counterproductive Work Behaviors and Emotional Intelligence: A Meta-Analytic Incremental Validity Study**

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### **Content: Purpose**

Emotional Intelligence (EI) research reveals numerous relationships with positive aspects of workplace psychology, but notably few researchers emphasize its connection to more dysfunctional work behaviors. We sought to relate emotional intelligence to general and specific occurrences of counterproductive workplace behavior (CWB)—a major dimension of job performance. Due to the contentious nature of EI, our primary interest was ascertaining whether EI provided incremental prediction above the well-established Big Five measures of personality. To answer this question, meta-analytic interrelations between EI, CWB, and the Big Five were estimated, culled, and used in examinations of incremental validity.

### **Design/Methodology**

Through six distinct literature search techniques, numerous studies were identified and coded. Psychometric meta-analysis procedures were consulted to establish the EI-CWB relationship. Meta-analytic SEM and multiple regression were conducted to determine incremental validity above the Big Five.

### **Results**

A moderate disattenuated relationship between EI and CWB, interpersonal CWB, and organizational CWB was found. However, after accounting for the Big Five, a drastic decrement in both mixed and ability EI's predictive validity for CWB was clear.

### **Research/Practical Implications**

Our results elucidate a new node on the emotional intelligence nomological network. Analyses also substantiate previous theoretical opining about the pervading role of agreeableness in EI's relationship to contextual performance, particularly interpersonally directed deviant behaviors.

### **Originality/Value**

No study has systematically described the magnitude of the emotional intelligence counterproductive behavior link. Additionally, this is only the second criterion with which emotional intelligences' incremental validity has been empirically tested using robust meta-analytic data.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Counterproductive Work Behavior***

TH-P01-073

**Why do people step out of line? The role of uniqueness and belongingness needs in predicting destructive and constructive deviance at the workplace**

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**Content: State of the Art**

Research on workplace deviance in the organizational and management literature has explored personal motives and organizational characteristics as antecedents and has merely focussed on the outcomes of deviant behaviour and whether these were positive or negative. We introduce a new theoretical perspective by investigating the deviance aspect that underlies the behaviour itself; irrespective of whether it is constructive or destructive.

**New Perspectives / Contributions**

In this theoretical contribution we take a neutral stance on deviating behaviour and will go beyond investigating both types of deviance separately by proposing shared antecedents and causes. Drawing upon a widely acknowledged social psychological mechanism - individual need activation of belongingness and uniqueness (Baumeister & Leary, 1995; Snyder & Fromkin, 1980) – we propose that the need to belong and the need to be unique are related to the presence and absence of deviant behaviour at the workplace.

**Research / Practical Implications**

We argue that people in need of uniqueness will show deviating behaviour in order to set themselves apart from colleagues they feel overly similar to. People in need of belonging will engage in destructive or constructive deviance in order to retaliate or ingratiate, respectively, as a result of feeling socially excluded within their organization.

**Originality / Value**

The presented perspective emphasizes the importance of the social environment in an organization through the relational context of the proposed individual needs. Thus, it helps to explain under which circumstances destructive deviance can be inhibited and constructive deviance be promoted.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Counterproductive Work Behavior***

TH-P01-074

**Cultural aspects of knowledge hiding:**

**The combined role of prosocial motivation, cultural tightness and collectivism**

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**Content:**

**Purpose**

The aim of this paper is to deepen our understanding of the role of national culture in predicting knowledge hiding. Specifically, we consider a three-way interaction between prosocial motivation, collectivism (i.e., the content of cultural dimensions) and tightness (i.e., the intensity) in explaining knowledge hiding in organizations.

**Design/Methodology**

We conducted two field studies: working professionals in Slovenia (n=124) and China (n=253), (n=377). Data were analyzed using a series of moderated hierarchical regression analyses including three-way interaction: collectivism, tightness and prosocial motivation.

**Results**

As hypothesized, prosocial motivation is negatively related to knowledge hiding. Furthermore, our findings suggest that the most knowledge hiding occurs when there is a combination of low levels of each of the three factors: low levels of prosocial motivation, low tightness and low levels of collectivism.

**Limitations**

Our cross-sectional design limits our ability to infer causation.

**Research/Practical Implications**

Our results have important theoretical and conceptual implications for research on knowledge management and cross-cultural organizational behavior. Although prior research on knowledge sharing has considered some contextual factors, the national culture perspective has been absent from the research on knowledge hiding. Our findings offer practical guidelines on how managers can prevent or minimize knowledge hiding in organizations.

**Originality/Value**

This is the first paper to examine the role of national culture in predicting knowledge hiding.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Conflict in organizations***

### ***Counterproductive Work Behavior***

TH-P01-075

#### **Measuring Employee Tolerance Attitude towards Deviance**

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#### **Content: Purpose**

Employee deviance behaviours is the behaviour that violates organizational norms and in doing so threatens the well-being of the organization and its members. The huge financial impact of these behaviours on organizations is the main reason for increased research in this area. The reasoning ability of individuals determines their decision to engage in such behaviours. Inconsistency in addressing any questionable behaviour within an organization would result in tolerant behaviour, thus encouraging other employees to engage in deviant behaviours. Thus there is a need to measure the tolerance attitude of employees towards supervisor, group and organizational member's deviance behaviours. The purpose of this paper is to develop a scale to measure Employee Tolerance Attitude for Deviance.

#### **Design/Methodology**

A semi-structured open-ended interview was conducted among employees both in Indian (N=15) and United Kingdom (N=13) organizations. The interviews were then coded in NVivo into different items for testing.

#### **Results**

The items were tested for descriptive and construct validity at various organizations both in India and UK thus proving the scale's use in different cultural contexts.

#### **Limitations**

This scale is yet to be tested to measure attitude towards other counterproductive behaviors, as it was developed to measure workplace deviance

#### **Research/Practical Implications**

Thus the scale measures, individual's tolerance attitude towards deviance contributing to the theory of planned behaviour.

#### **Originality/Value**

Previous studies have focused on individual's reactions to deviant behaviour such as bullying in classroom context thus this study determines the tolerance attitude of individuals towards organizational and interpersonal deviance in the organizational context.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Counterproductive Work Behavior***

TH-P01-015-interactive

**The relations between personality and counterproductive work behavior: A systematic review of published research and its validity**

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**Content:** Purpose: The purpose of this study was to examine the relations between personality and counterproductive work behavior (CWB) through a systematic review of published research, and to draw conclusions about its validity.

Design: A systematic search for research on the subject resulted in 2063 hits, and a total of 45 articles were considered relevant and included in this literature review. Five studies were classified as longitudinal and the above were cross sectional. The studies were published between 1999 and 2015.

Results: Findings indicated that low scores on conscientiousness, agreeableness, extroversion and openness, and high scores on neuroticism, negative affect and narcissism were related to higher participation in CWB. Personality traits also moderated relationships between organizational injustice, job stressors and CWB. Effect sizes were mostly mild to moderate, and the explained variance of personality traits on CWB was limited.

Limitations: The main limitation in this study concerns the number of search engines included. The present study also failed to identify personality traits related to specific behaviors, with only an occasional differentiation between person- and organizational directed CWB.

Implications: There is a profound need for the use of more comprehensive instruments in measuring personality together with instruments that divide CWB into specific behavior. There are ethical issues related to the use of personality testing in personnel selection as a mean to counteract or prevent CWB.

Originality: This study demonstrates that interaction between personality and situational factors should be considered more crucial for the occurrence of CWB than specific personality traits alone.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Counterproductive Work Behavior***

TH-P01-069

**Counterproductive Work Behavior in the group of knowledge workers. How and why they behave badly?**

D. Turek\*

**Content:** Purpose – The purpose of this study is to describe and explain motives of the counterproductive workplace behaviors (CWB) in the knowledge workers operating in Poland. The mediated-moderated model was tested in the study.

Design/methodology/approach – The study was conducted anonymously on a group of 563 employees from Knowledge Intensive Business Services (KIBS) companies operating in Poland.

Findings – The research explain the mechanizm of which provides knowledge workers to CWB.

Research limitations/implications – A cross-sectional design and use of self-reported questionnaire data are limitations of this study.

Originality/value – The combination of organizational and personal variables presented in the research model may explain the significance of the chosen determinants of CWB which are the key ones from the perspective of the company's effectiveness and competitiveness on the market. The results of this research extend the knowledge in the area of knowledge workers behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Conflict in organizations**

**Counterproductive Work Behavior**

TH-P01-017-interactive

**Gimme Gimme Gimme! Connecting Employee Entitlement Behaviors to “Dark Side”**

**Work Constructs**

G. M. Fisk\*

**Content:** Purpose: This research validates a measure of entitled work behavior by exploring its’ connections to a variety of organizationally-relevant constructs. Building on a scale developed by Fisk (i.e., the *Entitled Work Behavior Scale or EWBS*, 2006; 2007), relationships between the EWBS and employee voice, locus of control, ostracism, envy and propensity to morally disengage were explored.

Design / Methodology: 209 individuals ( $M_{age} = 38.94$ ,  $sd = 10.43$ ) working in a variety of industries and employed on at least a part-time basis were surveyed.

Results: The 10-item EWBS demonstrated good levels of internal consistency ( $\alpha = .78$ ). Correlational analyses show convergence with self-reported attitudes, beliefs (Locus of Control<sub>externality</sub> = .29\*\*, Envy = .36\*\*, perceived Ostracism = .23\*\*), and behavior (Moral Disengagement = .50\*\*). No relationship between EWBS scores and employee voice, age or employment status was noted ( $r = ns$ ).

Limitations: This research provides a limited test regarding the validity of a measure of entitled work behavior. Further investigation is needed to lend additional evidence to the scale’s relevance for organizational scholars and practitioners.

Research / Practical Implications: The current work explores the behavioral manifestations of entitlement, further strengthening its’ nomological network as expressed in the employment context.

Originality / Value: Existing research on employee entitlement focuses primarily on individual attitudes and beliefs without acknowledging that this individual difference variable may be associated with a unique behavioral repertoire. This work presents a previously developed, yet unpublished scale of entitled work behavior and provides further evidence of its’ construct validity.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee Selection*

*Cultural issues in selection*

SA-P01-044

**IN HUMAN RESOURCE SELECTION REQUESTED TALENT FOR TURKIS CULTURE IN TURKEY MARKET: A FOCUS GROUP MEETING**

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**Content:** Take place in our study, in Turkey required talent as a valid in talent comparison. And also; according to recruiting authorised and candidates sought as generally accepted ideas concerning the working life with the aim to determine the ability of thought are discussed in two main parts. The theoretical background has been took place in the first part; the application (a focus group discussioan) part has been took place in the second part.

In the first part; the changing prospect in working life; talent at work and determined by some institutions/organizations at working life have been considered on the talent.

In the second part; has been covarage 19 recruitment authorised and 20 candidates, including 39 participants that a total of 6 focus group interviews. This focus group interviews have been analyzed by reseachrer and "Requested Talent for Current Working LifeFor Turkish Culture Turkey Market" table has been created.

Findings obtained in the study were given the opportunity allowed to be created talent which is sought in the working life.

**Keywords:** Human Resouce Selection Process, Turkish Culture in Terms of Selection Process, TURKISH, Talent, Human Resource,

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**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Cyberspace and virtual teams*

FR-P02-046

**Uncovering virtual communities:**

**Consequents of the Sense of Virtual community and the role played by type of virtual community**

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<sup>1</sup>IDOCAL. University of Valencia., Valencia, Spain

**Content: Purpose.** To study the moderating role of virtual community type in the relationship between sense of community and its outcomes. Nowadays the way we share information is changing rapidly and Virtual communities (VCs) are powerful tools to create and share knowledge enhancing learning opportunities in different environments. Prior research had suggested the distinctive functioning of the virtual learning communities (VLCs) compared to social networks communities (SNCs). We study the moderator role of type of community in the relationship between the sense of virtual community (SoVC) and its consequents: commitment, intention to continue and satisfaction.

**Design/Methodology.** To test these assumptions a sample of 189 Spanish Students grouped based on its participation in a VLCs or SNCs. Moderated regression analyses have been used.

**Results.** Our findings suggest that type of community has a moderating effect on the relationship between SoVC and satisfaction and intention of continue, but not for commitment.

**Limitations.** It is necessary to replicate these findings with a bigger sample of individuals and considering other types of VCs.

**Research/Practical implications.** This research helps to build better VCs showing which variables are influenced by the SoVC. Moreover, it provides an interesting framework for understanding the SoVC in VCs.

**Originality/value.** This study provides a first framework and perspective for in-depth understanding of members' behaviors in VLCs and SNCs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Cyberspace and virtual teams***

FR-P02-006-interactive

## **Influence of Peer Feedback on the Relations Between Communication, Coordination, and Performance in Global Virtual Teams**

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### **Content: Purpose:**

Global virtual teams (GVTs) are increasingly used in organizations. However, GVTs face numerous coordination difficulties that may negatively impact performance. We investigated the relations between communication frequency, process coordination, and performance in a large sample of GVTs. Specifically, drawing upon the input-process-output framework, we proposed an indirect relation between communication frequency and performance, as mediated by process coordination. Additionally, drawing on self-regulation theory, we examined whether the frequency of peer feedback operated as a moderator of this mediated relation.

### **Design/Methodology:**

Manipulating peer feedback frequency through a cluster randomized quasi-experiment, we tested our hypotheses on GVTs composed of individuals who were participating in the X-Culture.org project as a component of management courses offered by universities around the world. Across quasi-experimental conditions, total sample size was 13,224 individuals, who were randomly assigned to 1,839 GVTs.

### **Results:**

Support was found for the hypothesized multilevel moderated mediation model. Specifically, stronger relations between communication frequency, process coordination, and team performance were found when peer feedback was requested and distributed on a weekly basis.

### **Limitations:**

Although X-Culture GVTs are faced with real-world business challenges, it is unclear whether our results generalize to GVTs faced with different types of projects.

### **Implications:**

Organizations looking to optimize performance of GVTs should make available an intrateam peer feedback system that requests and distributes feedback at weekly intervals during project completion.

### **Originality:**

Our study offers unique insight into the intrateam processes involved with GVT performance, and our results provide concrete suggestions for organizations looking to improve GVTs.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Decision-making***

TH-P02-037

**Intuition and Deliberation in Decision Making:**

**How does Uncertainty affect the Decision Making Process?**

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**Content:** Purpose

The main aim of this study is to analyze the use of intuition in decision making, in situations of different levels of uncertainty and understand if intuition is used more as uncertainty increases or if there is a tendency to rely more on solid data and rational decision making.

**Design/Methodology**

The study is based on an experimental design involving a sample consisted of 215 subjects divided in three groups, one manipulated towards the intuitive cognitive system, one manipulated towards the rational/deliberative cognitive system and a last one that was not manipulated. Subjects evaluated packages that varied in the ratio of positive, negative and uncertain attributes.

**Results**

Results showed that the subjects default cognitive system changed when there was a change in the level of uncertainty, relying more on the intuitive cognitive system in more uncertain scenarios. In less uncertain scenarios, subjects showed no clear preference in the cognitive system used.

**Limitations**

There is room to improve intuitive and deliberative cognitive system manipulation. The packages used could be improved by taking into account the overall value that each subject gives to each attribute of the package.

**Research/Practical Implications**

Obtaining a solid answer to this question will allow decision makers to better understand their behavior in highly uncertain situations and adapt decision making skills towards better results.

**Originality/Value**

Recent research has been focused on the effectiveness of intuition (Dane & Pratt, 2007) but, so far, empirical evidence about the relationship between intuition and uncertainty is scarce.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Decision-making***

TH-P02-004-interactive

#### **Implicit leadership theories: All traits are equal, but some traits are more equal than others**

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#### **Content: Purpose**

The purpose of the study was to test the existence of the focal traits in the followers' implicit leadership theories (ILTs). Additionally, we investigated the focal traits of retired persons' ILTs, as seen in hindsight.

#### **Design/Methodology**

We took the connectionist approach of ILTs and used network analysis and centrality measures. Data were collected from 139 active employees and 107 retired persons.

#### **Results**

Results show that members of both groups have a tendency to overweight some of the ILTs traits, at the expense of others. The focal traits of active employees' ILTs are Educated, Clever, Dedicated and Strong, while the focal traits of retired persons' ILTs are Knowledgeable, Dedicated, Manipulative, Conceited and Selfish.

#### **Limitations**

The limits of the study are: the use of network analysis which is a descriptive tool, not allowing for causal interpretations and not controlling for individual or contextual variables as potential sources of constraint.

#### **Research/Practical implications**

These findings not only advance the understanding of leadership perceptions, by acknowledging that they are prone to biases, but also offer a good opportunity for reflection knowing that while active employees tend to appreciate in leaders traits that are related mainly to task performance, retired persons value traits that are related both to task and non-task performance.

#### **Originality/Value**

To the best of our knowledge, this was the first study in leadership perceptions that used centrality measures to test the relative importance of the traits measure by ILTs.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Decision-making*

TH-P02-038

**Power Influences Information Evaluation: Testing Different Theories of Power**

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**Content: Purpose.** Many theories explain how power influences the behavior and cognition of leaders, and some predictions are contradictory. The approach/inhibition theory of power and the social distance theory of power make conflicting predictions about the effects power has on the processing of desirability and feasibility information (Magee & Smith, 2013). The current research tested these predictions in three different samples, including leaders, with a task adapted from information-processing research.

**Design/Methodology.** We manipulated the participants' sense of power with an episodic recall task in an experimental design. Afterwards, we used an information evaluation paradigm, where the participants rated how relevant they thought the statements presented would be for making a decision. We used ANOVAs and planned contrasts to test the different predictions.

**Results.** Across three studies the contrasts show that high power individuals found desirability and feasibility information to be more relevant than undesirability and unfeasibility information. Low power individuals found desirability information to be more relevant than feasibility information irrespective of its valence.

**Limitations.** The generalizability of the results is limited due to the use of the same power manipulation and dependent variable in all three studies.

**Research/Practical Implications.** Our results suggest that, in the domain of information evaluation, the approach/inhibition theory makes more accurate predictions for high power individuals and the social distance theory for low power individuals. The results improve our understanding of leader decision-making.

**Originality/Value.** The current research contributes to the field of power research by identifying boundary conditions for two major theories.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Decision-making***

TH-P02-035

**The Impact of Escalation Decisions on Investments, Anger, and Confidence Over Time**

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**Content:**

**Purpose**

Escalation of commitment refers to the tendency to invest additional resources into an ongoing effort when doing so is irrational (Sleesman, Conlon, McNamara, & Miles, 2012; B. M. Staw, 1976). Such escalation of commitment can be costly for organizations. This study aimed to (1) examine how escalation of commitment over time, (2) the psychological consequences of escalating, and (3) the reciprocal relationship between escalating and the psychological outcomes of escalating.

**Design/Methodology**

Participants made a series of investment decisions, based on the “blank radar plane” case originally presented by Arkes and Blumer (1985). After receiving negative information about an investment, participants decided whether to continue or abandon the project and the amount of additional funding to authorize. After each decision, participants rated their confidence in their decision and their anger.

**Results**

A series of repeated measure logistic regressions revealed that (1) people do escalate over time, but the proportion of funds they invest decreases over time, (2) escalation positively predicts anger, and (3) the relationship between escalation and confidence is reciprocal.

**Limitations**

The study relied on a sample of 110 college students.

**Research/Practical Implications**

Many individuals in this study (68%) never abandoned the project. Decision makers should be permitted to abandon failing endeavors, without the possibility of negative consequences.

**Originality/Value**

Only a handful of studies have examined escalation over time. We extended the findings by conducting the first study to our knowledge examining the psychological consequences of escalation of commitment and the reciprocal relationship between anger/confidence and escalation of commitment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Decision-making***

TH-P02-036

#### **Does Goal Orientation and Outcome Certainty Predict Escalation of Commitment?**

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#### **Content:**

##### **Purpose**

Escalation of commitment refers to continuing with a course of action, even when it's irrational (Sleesman, Conlon, McNamara, & Miles, 2012; B. M. Staw, 1976). The purpose of this study was to (1) examine whether the certainty of a decision's outcome impacts escalation of commitment and (2) whether one's goal orientation predicts escalation of commitment.

##### **Methodology**

First, participants completed an online measure of goal orientation. Later, participants made a series of decisions based on the rule guessing game originally presented by Wong and Kwong (2011). Participants were randomly assigned to the different outcome certainty conditions (i.e., jars contained 25, 50, or 100 marbles). Participants guessed which of two jars contained a black marble. After making five guesses from one jar, participants could draw marbles from either jar. Escalation of commitment was displayed by continuing to draw marbles from the original jar.

##### **Results**

A repeated measures logistic regression revealed that (1) learning goal orientation was a significant predictor of escalation of commitment (2) neither performance goal orientation dimension predicted escalation of commitment, and (3) outcome certainty did not impact escalation of commitment.

##### **Limitations**

This study relied on undergraduate students. Future research should examine workers responsible for making decisions.

##### **Research/Practical Implications**

Regardless of the certainty of a decision's outcome, people are equally likely to escalate their commitment. This could be problematic for decision makers, especially if the outcome is certainly negative.

##### **Originality/Value**

This study is unique in its examination of goal orientation and outcome certainty as predictors of escalation of commitment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Discrimination and equality in the workplace***

FR-P02-007-interactive

#### **Sexual Orientation and Workplace Bullying: Uncovering Patterns among LGBTQ Employees**

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#### **Content: Purpose**

Despite growing research on workplace bullying, few studies have examined sexual orientation in this area. Building on UK (Fevre et al., 2012) and Canadian (Taylor et al., 2015) national studies, we surveyed 14,520 employees in a Canadian public sector organization. We hypothesized that similar levels of bullying would be found among LGBQ employees and LGBQ disclosure would increase its likelihood. Consistent with minority stress theory and stigma theory-based research on LGB disclosure (Ragins et al., 2007), we expected positive role stressor-LGBQ linkages.

#### **Design/Methodology**

From 3030 completed surveys, 134 participants self-identified as LGBQ with 43 self-named as targets and 56 as observers of bullying. All participants completed measures of role stressors, negative acts, and bullying exposure consistent with a definition provided.

#### **Results**

Mean comparisons of LGBQ and heterosexual (H) participants showed that LGBQ were as likely as H to be targets or observers of bullying. Compared to H targets and observers, LGBQ observers reported experiencing more frequent negative acts whereas LGBQ targets did not. Openly LGBQ targets and observers reported more frequent negative acts than H. LGBQ targets experienced higher role ambiguity and LGBQ observers higher role conflict than H counterparts.

#### **Limitations**

LGBQ disclosure and observer results may not generalize to other contexts.

#### **Research/Practical Implications**

LGBQ employees may be more sensitive than others to bullying and accompanying role stress. Heightened bullying prevention for all and resiliency support for LGBQ employees are needed.

#### **Originality/Value**

This study contributes knowledge of LGBQ targets and observers of workplace bullying, including LGBQ disclosure.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Discrimination and equality in the workplace**

FR-P02-008-interactive

**Men's lack of fit for childcare - A matter of denying childcare competences or of suspecting child abuse?**

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**Content: Purpose:** Men working in childcare are confronted with gender stereotypes and prejudice. The question arises whether men are perceived as not competent for this job (Eagly, Wood & Diekmann, 2000) or whether they are raising suspicion of child abuse (Nentwich et al., 2013)? Both concerns may result in a perceived lack-of fit of men for childcare. We hypothesized that male (compared to female) caregivers are perceived as less suitable due to their lower ascribed childcare competences (e.g., not able to console a sad child) and/or higher assumed risk of child abuse.

**Design/Methodology:** The experiment was based on a 2 (Caregiver's gender: female vs. male) x 2 (Caregiver's personality: communal vs. agentic) between-subjects design. The sample consisted of 242 participants (177 women;  $M_{Age}=34.3$ ,  $SD=12.5$ ; non-students).

**Results:** First, communal (vs. agentic) caregivers were perceived as more suitable,  $F(1, 241)=81.22$ ,  $p<.001$ ,  $\eta^2=0.25$ . Second, male (vs. female) caregivers received lower suitability ratings,  $F(1, 241)=8.30$ ,  $p=.004$ ,  $\eta^2=0.33$ . Parallel mediation analysis showed an indirect effect of caregiver's gender on perceived suitability through ascribed childcare competences (0.18, 95% CI [0.01, 0.38]), but not through assumed risk of child abuse (0.01, 95% CI [-0.03, 0.06]).

**Limitations:** Sample was not gender balanced.

**Research/Practical Implications:** People with communal personality traits fit the role requirements of caregivers better. Yet, the female – but not the male – gender is still highly aligned with nurturing activities.

**Originality/Value:** For the first time, the present findings document how biased social perception contributes to male childcare givers discrimination in the thus-far female-dominated field.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

FR-P02-049

**Enabling an informed decision: Construction of a decision aid for employees with a chronic disease concerning disclosure at the workplace**

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**Content: Purpose**

Employees with a chronic disease, are likely to be confronted with the complex decision of whether, when and in what way to communicate their condition at the workplace. As (non-) disclosure can lead to a variety of consequences that can either foster or counteract work disability (Santuzzi et al., 2014), the considerations are difficult. Therefore, the aim of the present project is the construction (and at a later stage practical implementation) of a web-based decision aid that enables an informed decision.

**Methods**

To develop a concept for the decision aid, a multi-stage procedure was chosen including analysis of the literature and expert surveys with important stakeholders (e.g. company doctors, self-help organisations, employers, affected persons).

**Results**

Format and content areas of the decision aid have been determined. In line with motivation theories, the decision aid is going to address anticipated positive and negative consequences of the decision, the likelihood in which they occur and ways to cope with them.

**Research/Practical Implications**

The experts surveyed believe that the planned decision aid can be a useful addition to the existing support and can facilitate access to consultation for a target group not (yet) ready for personal counselling. In a next step the relevant contents will be concretised within another participatory multi-stage procedure, including quantitative questionnaire data of n = 302 affected persons.

**Originality/Value**

Research on the disclosure of a chronic disease in working life is scarce. Besides its practical relevance the planned decision aid offers the opportunity to gain new empirical insights.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Diversity in the workplace***

FR-P02-011-interactive

**Researching intrapersonal cultural diversity and creativity**

E. Herzfeldt\*

**Content:** Purpose

Individuals with intrapersonal cultural diversity – also referred to as multiculturals – are individuals who have been exposed to two or more cultures and thus have internalized associated cultural schemas. Building on schema theory, we hypothesize that multicultural experience enhances the ability of creative thinking. We further suggest that metacognition controls the navigation between different cultural schemas and argue that in organizational contexts a loose (vs. tight) organizational culture is associated with a more effective use of different cultural schemas in creativity tasks.

**Design/Methodology**

To test our hypotheses, we collect data from long-term expatriates through a questionnaire and apply regression for data analysis.

**Results**

We expect to find support for an association between multicultural experience and creativity, as well as a mediating effect of metacognition, and a moderation effect of organizational culture for the mediation.

**Limitations**

Since the creativity measure in our study is quite general, it remains to be tested how much of our results are generalizable to job specific creativity tasks.

**Research/Practical Implications**

This study provides first evidence for the effects of metacognition and organizational culture on the association between intrapersonal cultural diversity and creativity in respect to national culture influences. Further research should explore this relationship for other sources of intrapersonal diversity as for example professional cultures.

**Originality/Value**

As one of the first studies to establish the relationship between multicultural experience, work context and creative performance this study provides insights into the effects of intrapersonal cultural diversity for work-related outcomes that have received little attention yet.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Human resource management***

### ***Diversity in the workplace***

FR-P02-050

#### **Exploring the role of culture in the workspace personalisation**

Y. Cao\*

#### **Content: Purpose**

Personalisation refers to the deliberate decoration or modification of an office environment by its occupants. Research has examined what prompts personalisation and how employees personalise, and demonstrated positive effects of personalisation on employees. However, existing studies neither have considered the impact of culture on the process and effect of personalisation, nor have investigated personalisation in eastern cultural backgrounds. This research aims to fill the research gaps by exploring the cultural similarities and differences in the attitudes, processes and effects of personalisation.

#### **Method**

15 employees from a college in China and 16 employees from a university in England participated in this study. The procedure included semi-structured interviews, photographing participants' workspaces and using observation checklists for recording the information of photographs.

#### **Results**

The thematic analysis of interview data reveals cultural differences in the attitudes towards policies restricting personalisation, and two specific phenomena in the Chinese sample: mutual personalisation in the shared workspace and personalisation decided by the manager. Both groups indicated job characteristics as factors affecting the extent of personalisation, and addressed positive effects on wellbeing, productivity and relationships

#### **Limitations**

It remains to test whether the cultural differences found in this study were caused by differences between national cultures or differences between organisational contexts.

#### **Implications**

This study has practical implications for business managers and office designers to improve the quality of physical working environments, and implications for diversity management of office environment.

#### **Originality**

To our knowledge, this study is the first to investigate the role of culture in workspace personalisation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Human resource management***

***Diversity in the workplace***

FR-P02-048

**How we can develop women managers ? : Qualitative analysis of Japanese working women's interviews.**

M. Honda-Howard\*

**Content:** Purpose: The purpose of this research is to find an effective strategy for the development of women managers in Japan.

The percentage of women managers in Japan was 11.2% in 2013, which stands out among advanced economies.

Methodology: Semi-structured interviews of thirty-six working women, focused on their perceptions of leadership, social network, and fairness in their organizations.

Results: Based on a content analysis of five managers in 50s who joined their companies just before or after the enforcement of the Equal Employment Opportunity Law in 1986, it was found that the experiences of exclusion from core career networks, organizational gender unbalance, and the flatness of womens' social networks were obstacles to promotion. Meanwhile, their perceptions of fairness differed from women managers in their 70s, and also from women potential managers in 30s.

Limitations: This is a limited sample qualitative research, and the experiences of the women varied by individual. Research using other methods, such as quantitative survey with a larger number of participants, will be needed.

Research/Practical Implications: A law aimed at promoting women in the workplace has been enforced and companies with more than three hundred employees are starting to develop women management. This research will help them to understand the obstacles for developing women managers and solutions.

Originality/Value: Amount of research addressing Japanese management women, focusing on group dynamics in the organization, is limited. This research will be useful not only for Japan but also other societies with large gender gaps.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

FR-P02-051

**Autism and Overcoming Job Barriers: Comparing Job-Related Barriers and Possible Solutions in and outside of Autism-Specific Employment**

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**Content: Purpose**

The aim of this study was to discover how individuals with autism succeed in entering the job market.

**Design/Methodology**

We therefore sought to identify expected and occurred barriers, keeping them from taking up and staying in employment as well as to identify the solutions used to overcome these barriers. Sixty-six employed individuals with autism—17 of them with autism-specific employment—participated in an online survey.

**Results**

Individuals in autism-specific employment named formality problems—problems with organizational and practical process-related aspects of the job entry—most frequently while individuals in non-autism-specific employment mentioned social problems—obstacles concerning communication and human interaction—most. In terms of solutions, both groups used their own resources as much as external help, but differed in their specific strategies.

**Limitations**

The participants were recruited and participated online. Also, all participants were employed and thus can only indicate a reflection of the individuals with autism that successfully applied for a job. Individuals who did not succeed were not part of the study. More concerns about generalizability are warranted because this study used a nonprobability sample.

**Research/Practical Implications**

Based on our findings we propose a more customized approach to successfully employ individuals with autism. Employment should be based on their needs and their resources. Our results should encourage individuals with autism, employers and support workers alike to focus on strengths and solutions instead of deficits. While we find it important to address specific problems and barriers that occur, we think that strengths should be identified and fostered at the same time.

**Originality/Value**

We are positive that the present study is one step towards a better understanding of possible employment and well-being for individuals with autism.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Human resource management***

### ***Diversity in the workplace***

FR-P02-009-interactive

#### **Strong enough to stand alone? Isolating the effects of accent from ethnicity at work**

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#### **Content:**

##### **Purpose**

Workers with non-native English accents represent a significant proportion of the workforce as globalization and immigration increases. However, there has been limited research on accents in the workplace because it is difficult to separate the effect of a speaker's accent from their ethnicity. Therefore, our study provides the first evidence that the effect of accent is distinguishable from the effect of ethnicity on perceptions of important workplace attributes. Specifically, we hypothesized that regardless of ethnicity, speakers with accents would be rated lower on warmth, competence, and hireability.

##### **Design/Methodology**

We conducted an online study ( $N = 306$  undergraduates) to examine stereotypes associated with accents. A 2 (speaker gender: male vs. female) X 2 (speaker accent: accent vs. no accent) X 2 (ethnicity: Chinese vs. British) repeated measures ANOVA was employed.

##### **Results**

Two-way interactions between accent and ethnicity emerged when predicting warmth, competence, and hireability. Specifically, Chinese speakers with accents were rated lower than Chinese speakers without accents for all dependent variables whereas there were generally no significant differences between Chinese and British non-accented speakers.

##### **Limitations**

We only compared two groups; however, people of Chinese descent represent one of the largest ethnic minority groups in Canada.

##### **Research/Practical Implications**

Our results suggest that the effect of accent may be stronger than the effect of ethnicity when making work-related judgements. Practically, this research is important because accents are a very salient social identity marker and employers should be aware that bias against speakers with accents is possible.

##### **Originality/Value**

This study advances research on accents at work by showing that the effect of having an accent goes above and beyond the effects of ethnicity for minority workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Diversity in the workplace*

FR-P02-010-interactive

**Employee Perceptions of Diversity Management: How Organizational Attitudes Impact Performance**

A. Marcinko\*

**Content:** Recent decades have seen a vast amount of research focused on the impact of workforce diversity (e.g. gender, nationality, age, personality, etc.) on organizations and the well-being of their members. Despite this, there remains no clear consensus on which combinations of variables can most consistently harness diversity to elicit positive outcomes. Further, there is little empirically supported guidance for practitioners, and organizations in general often take a reactive, defensive approach to diversity. As it stands, organizations are forced to rely more on best-guesses than best-practices. However, recent theoretical models have begun to establish a more substantial framework of the contingencies of work group diversity effects. Further, researchers have also begun to consider the effects of organizations' diversity approaches, which refers to an organization's broader, strategic outlook toward workforce diversity. This research will establish a formal conceptual model of diversity approaches which is integrated within the latest theoretical frameworks of work group diversity. This research will also develop and validate a scale to assess and categorize organizations within this conceptualization of diversity approaches, dramatically increasing the potential practical applications. Finally, experimental and field research will be conducted with the aim of empirically supporting this framework, validating the scale, and providing a direction for future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Diversity in work teams***

FR-P02-052

**When gender dissimilarity undermines motivation: Self-construal and goal pursuit in teams**

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**Content:** We conducted three studies to examine how gender dissimilarity relative to the composition of a group affects minority individuals' goal pursuit. In a multilevel study of work teams (Study 1), minority group members were more likely to adopt performance-avoidance achievement goals unless they strongly emphasized independent self-construals. Study 2 additionally examined possible mediational processes. Results showed that social self-esteem, but not performance self-esteem, fully mediated the beneficial effect of independent self-construal. Minority group members with weak independent self-construal experienced a drop in social self-esteem, which in turn promoted performance-avoidance achievement goals. We interpret our findings from the perspective of relational demography theory, as well as from a person-environment fit perspective.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Diversity in work teams***

FR-P02-012-interactive

#### **A narrative approach to (inter)cultural communication encounters in a multicultural business environment. A case of building a factory in China**

M. Wilczewski <sup>1 2,\*</sup>, A. Gut <sup>3</sup>

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**Content:** Previous research has shown that narrative analysis serves as a tool for getting access to and achieving an understanding of how culturally-diverse individuals tell about and reflect upon cultural encounters (M. C. Gertsen & A.-M. Soderberg 2010, 2011; Soderberg & Worm 2011). Storytelling allows narrators to (a) re-experience and reflect on their cultural encounters, (b) give sense to these experiences, and (c) make sense of their psychological needs, perceptions of contacts with cultural Others. In the methodological aspect, we will address two questions: Q1. How can intercultural business collaboration be studied through narrative interviewing? and Q2. Which aspects of intercultural business collaboration are narrative methods particularly suited to expound upon? In the cognitive aspect, the research question will be Q3. How do Polish expatriate managers perceive their culturally-different co-workers and how do they make sense of their intercultural collaborations through their own stories? We will attempt to answer the questions through a narrative analysis of stories collected from two Polish managers who have worked together for about three years building a Chinese subsidiary of a European global company and who have come back to their home country with dramatically different perceptions of their intercultural collaborations in China.

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**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Downsizing and outplacement***

FR-P01-002-interactive

#### **The use of redundancy practices by downsizing organizations: A conceptual analysis and framework**

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**Content:** Downsizing (i.e. the process of eliminating jobs) is one of the most demanding areas of management with which HR professionals can become involved and is labelled the ‘dark side of HRM’ by some authors. Perhaps this is the reason why not much has been written about the management of redundancy, which concerns those employees whose jobs will soon be over. Consequently, the extent to which organizations use redundancy practices (e.g. practices to help redundant employees find another job through assistance with “work-to-work” transitions) and for what reasons remains a neglected area of HRM. However, redundancy occurs in all industries around the world and has become an inevitable outcome of living in a global world where continuous adjustments to the price of labor, services and products are needed. Clearly, it can no longer be ignored that redundancy is part of organizational life and that, although redundancy management won’t become the bright side of HRM, it is time to give it the attention it needs. To my knowledge, this paper is the first to conceptualize redundancy practices by placing these in an organizational restructuring context through a review of literature on downsizing. In addition, a framework of the determinants for the use of redundancy practices is developed through a review of the literature on HRM as well as economic and legal theoretical notions. To what extent downsizing organizations use redundancy practices is likely to depend on the restructuring context and multiple other factors such as the internal environment, HR strategy and the institutional context.

**Keywords:** human resource management, downsizing, redundancy, redundancy practices, redundancy management, work-to-work transitions

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***E-Leadership and leadership in the virtual world***

TH-P02-005-interactive

#### **The Development and Application of a Taxonomy of Virtual Leadership Effectiveness Behaviors**

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#### **Content: Purpose**

Research indicates that traditional leadership is more difficult from a distance (Hambley et al., 2007) and is attenuated by virtuality (Hoch & Kozlowski, 2014). We argue that it is necessary to reconsider leadership as it pertains to virtual work. We propose a taxonomy of virtual leadership effectiveness behaviors and demonstrate useful applications.

#### **Design/Methodology**

We interviewed 34 virtual leaders from multiple industries in North America and Europe using the critical-incident technique (CIT; Flanagan, 1954). In accordance with modern applications of the CIT (O'Neill et al., 2010), we sorted the behavioral statements into clusters and decided the number and definition of the clusters and metacategories. Additionally, we collected 200 self- and 140 direct report ratings on the behavioral clusters.

#### **Results**

We extend Yukl and colleagues' (2002) behaviorally-based leadership taxonomy and propose four metacategories (Relationships, Flexibility, Productivity, Culture) and 14 behavioral clusters. Supplementary results from the self- and direct report ratings include cross-organization and leader-direct report comparisons.

#### **Limitations**

This taxonomy is a preliminary model based on qualitative interview data. Further research is necessary to assess the proposed hierarchy.

#### **Research/Practical Implications**

This research help to clarify the virtual leadership construct and offers a foundation for future research into key effectiveness behaviors. Moreover, this taxonomy provides a starting point for leaders and organizations to focus developmental efforts.

#### **Originality/Value**

Organizations are increasingly using virtual work (SHRM, 2012). This taxonomy provides specific, behaviorally-based insight into how current leaders manage the challenges of leading from a distance and offers an organizing framework to better understand the construct.

**Disclosure of Interest:** C. Varty Conflict with: The data was collected as part of a consulting project at Work EvOHlution (Canadian organizational consulting firm) , T. O'Neill Conflict with: Co-owner of consulting organization (Work EvOHlution) where data was collected , L. Hambley Conflict with: Co-owner of consulting organization (Work EvOHlution) where data was collected

**Keywords:** None

## ***Emerging themes in I/O psychology***

FR-P02-053

### **What gets published?: Experimentally manipulating implicit expectations of W/O psychology journal reviewers impacts the recommendation for publication**

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#### **Content: Purpose**

When reviewers of W/O-psychology journals read manuscripts they have certain expectations that can also impact their decision to accept or reject a manuscript. Bajwa, Harrison, & König (2016) analyzed differences in the usage of hedges (i.e. words that make statements fuzzy) across authors who publish in US, European, and Indian management journals and found that US-journals seem to expect a significantly higher number of hedges in their published papers. However, Bajwa et al. (2016) only analyzed already published papers and did not directly assess reviewers' expectations. In this study, we use an experimental design to assess reviewers' expectations regarding the usage of hedges and their decision to accept or reject a manuscript.

#### **Design/Methodology**

We invented an introduction to a hot topic in I/O psychology and randomly presented reviewers of high-impact journals either a version with or without hedges in an online-survey. 114 reviewers participated in our study and gave a recommendation on whether they believed a manuscript based on the presented introduction would be recommended for publication.

#### **Results**

We find significant differences in the recommendation for publication, with the hedged version receiving significantly more positive reviews.

#### **Limitations**

We only used an introduction to ask for a recommendation from reviewers. Ideally, a whole paper would have been the basis for reviewers' decisions.

#### **Research/Practical Implications**

Editors and reviewers need to be more aware of the impact implicit expectations have on their acceptance of a manuscript.

#### **Originality/Value**

Our study is the first to analyze the impact of hedges in an experimental design.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emerging themes in I/O psychology*

FR-P02-058

## **DOES BELIEF IN JUST WORLD PREDICT JOB SATISFACTION AND LIFE SATISFACTION**

E. Khan\* and Muhammad Akram Riaz

**Content:** Lerner argued that “People want to and have to believe they live in a just world so that they can go about their daily lives with a sense of trust, hope, and confidence in their future”. The primary objective of this current study was to examine the connection of belief in a just world with job satisfaction and life satisfaction among employees. This is a cross-sectional study and a convenient sampling method was used to obtain the data from public and private sector employees. Multiple Regression Analysis was used to test the assumptions. The Results of the study indicate that personal belief in just world significantly predicts job satisfaction and life satisfaction among employees. Further, general belief in just world and belief in just world for others did not predict job satisfaction and life satisfaction. Finally, implications and limitations were discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

FR-P02-057

**Exploring Job-Crafting in Rural Banking Sector Employees: A Mixed Methodical Approach to Phenomenon Comprehension**

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**Content:** Job crafting behaviors and the implied approaches to measure these behaviors has been studied in an in-depth manner in quite a few cultures. Available studies showcase a clear cut evidence of involvement and engagement of blue and white collar workers in job crafting behaviors (e.g. Nielsen & Abdilgaard, 2012; Tims, Bakker & Derks, 2012) that include assessing its relationship with other work related variables (e.g. Tims, Bakker & Derks, 2015) and even as an agent of organizational change (e.g. Petrou, Demerouti & Schaufeli, 2016). But, there happens to be a paucity of empirical studies that investigate job crafting behaviors in the Indian context (cf., Siddiqi, 2015). Therefore, this study is a simultaneous and spontaneous attempt to explore the presence and practice of job crafting in rural bank employees through a mixed method approach. The study utilizes a two pronged approach whereby two of the most promising scales employing a distinctive approach to assess job crafting were adopted in conjunction with a qualitative structured interview technique. We speculate that this approach will help us uncover and comprehend the complexities of the phenomenon and its existence on a different sample after our initial efforts failed to provide results in case of a non-academic cohort at our university.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

FR-P02-062

**Alliances between Non-Profit Organizations: Constructions of significance from the experiences of the partners**

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<sup>1</sup>Psychology, University of Puerto Rico, San Juan, Puerto Rico

**Content:** Work and Organizational Psychology (WOP) historically has studied organizations individually. Increasingly, individual deeds give way to the integration of organizations and are called for to form alliances to address problems and issues of common interest that could not be resolved independently. These alliances develop new forms of work relations, which tend to be complex because they operate in a common ground of diversity. However, one of the most pressing challenges of alliances, especially for non-profit organizations (NPOs), is establishing criteria so they are able to appreciate the results of their initiatives.

The study is based on the dialogic and relational research approach. We utilized three research strategies to collect information: Conversational group encounters; individual interviews with the leaders of each organization; and a survey administered to members of the alliances.

The results are organized in six dimensions using content analysis.

The goal is to co-construct, with participants, an understanding of best practices for the formation and sustainability of alliances. Given that NPOs are not used to participate in research and the relation with WOP is limited, the recruitment of participants was challenging. This study is the first to allow NPO alliances in Puerto Rico to co-construct social knowledge with researchers of the significance of their practices in order to strengthen the collaboration efforts needed to advance their social agenda. The precarious economic conditions to get their services funded, makes this information a valuable asset for accountability and to explain their social value to the populations that receive their services.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emerging themes in I/O psychology***

FR-P02-061

### **Validation of the Employment Relations Scale (ERS)**

E. Diedericks\*, S. Smith

#### **Content: - · Purpose**

Higher education in South Africa is in turmoil, with more and more pressure being exerted on employees at Higher Education Institutions (HEIs). It is imperative to not only retain talented academia that are responsible for the transfer of knowledge, but also support staff members who are indispensable in the day-to-day functioning of an HEI. Thus, the well-being of employees within the HEI employment context is imperative.

#### **- · Design/Methodology**

The aim of this study was to test the validity and reliability of **a new measuring instrument**, the *Employment Relations Scale* (ERS), which investigated the effects positive employment relations comprising six constructs, namely trust, respect, support, equity and equality, communication and conflict management might have on the work engagement levels and turnover intention of staff ( $n = 239$ ) at an HEI.

#### **- · Results**

The Mplus version 7.31 was used for structural equation modelling (SEM). Positive employment relations had a statistically significant impact on both employees' work engagement levels and their intention to leave a higher education institution.

#### **- · Limitations**

This was a preliminary test of the ERS, testing for validity and reliability. The ERS should be re-distributed in a different setting, capturing new data, in order to standardise the questionnaire in a South African or other context.

#### **- · Research/Practical Implications**

It is clear that positive relations between the supervisor and employee have a significant impact on employee work engagement and turnover intention levels. For this reason, it is essential for supervisors and the organisation to build an organisational climate which is conducive towards building trusting relationships between individuals and supervisors or management.

#### **- · Originality/Value**

No instrument could be found that holistically measured positive relations and the effects thereof on the employment relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

FR-P02-060

**Validation of an organisational justice measurement model in a financial organisation**

O. Ledimo\*

**Content:** Research indicates that organisational justice has a positive effect on employee behaviour and it plays an important role in human resource management practices. Despite the value of organisational justice in human resource management, there is paucity of valid measurement models to assess it. The purpose of this paper is to describe how exploratory factor analysis was applied to establish whether Organisational Justice Measurement Instrument (OJMI) is a valid and reliable instrument for assessment of organisational justice. The second aim was to validate the measurement model of organisational justice using Structural Equation Modelling (SEM).

Purposive sample (n = 80) consisted of financial organisation employees in South Africa. Cross-sectional survey was used to collect data. Analysis of data was conducted using factor analysis, Cronbach's coefficient Alpha and structural equation model fit indices. Results indicate OJMI is a valid and reliable measure for organisational justice. It was found that the model fitted the data well; confirming a statistically significant and positive measurement model of organisational justice.

The Limitation is that participants were employees of one organisation, this sample compositions suggests findings could not be generalised to other organisational contexts.

In terms of practical implications, findings provide leaders, practitioners and managers with alternative measure of organisations justice. This measure can help organisations develop human resource management strategies that reflect just and fair practices.

The value of this paper is that it contributes to academic knowledge and practical assessment of organisational justice.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emerging themes in I/O psychology***

FR-P02-063

### **How Chinese conceive employee well-being**

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#### **Content: Purpose**

Employee well-being involves both economic and humanitarian connotations. Though it is extensively explored in the field of human resource management(HRM), few studies are accumulative due to labelling variation and measure inadequacy. Particularly, the subjective nature makes this construct extremely sensitive to cultural value. This paper aims to substantiate a theory-driven and context-specific conceptualisation of employee well-being for Chinese. We hope this work will spur concerted effort to enhance the sobering low level of employee well-being in China.

#### **Approach**

Drawing on three primary defining characteristics of employee well-being in psychology(the distinction between hedonia and eudaimonia; imperative social dimension; indispensable negative focus), we contextually delineate a conceptual portrait of employee well-being for Chinese, which encompasses positive affect, individual well-being, social well-being, and negative affect. To validate our theoretical conceptualization, we conducted both qualitative and quantitative analysis drawing on a survey of 544 Chinese employees.

#### **Results**

Both qualitative and quantitative results support our hypotheses. Particularly, the social notion dominates the definition. Additionally, Chinese experience significant lower level of employee well-being compared with Europeans.

#### **Implications**

Aligning with this context-specific profile of employee well-being, future research can better clarify and position employee well-being related constructs, and select appropriate measures to address research gaps. The data helps us spell some links among HRM, employee well-being, and performance. It also implicates that employee well-being is not a luxurious and hypocritical topic for management practitioners.

#### **Limitations**

Convenience sampling; not developed as a scale.

#### **Originality**

We validated the structure and specific elements of employee well-being genuinely conceived by Chinese through both qualitative and quantitative method.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Emerging themes in I/O psychology***

FR-P02-054

### **Validating the Orphan Improvement Scale (OIS) for the Orphan Crisis in Ukraine**

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**Content:** *Purpose.* Our study sought to validate the Orphan Improvement Scale (OIS), which was constructed to assist Orphans' Future (OF) track the well-being of young adult (18-30 years) orphans in Ukraine. OF is a humanitarian organization whose purpose is to improve the well-being of orphans in Ukraine. OF partnered with Brigham Young University-Idaho (BYU-Idaho) and the Ukrainian Association of Work and Organizational Psychology (UAWOP) to test and implement the OIS. *Design/Methodology.* In order to test the reliability and validity of the OIS, we began by sampling a group of BYU-Idaho undergraduates (N = 82) for study 1; we then sampled individuals across the United States (N = 152) for study 2. We obtained reliability by calculating Cronbach's alpha and performing a factor analysis in studies 1 and 2. We obtained convergent and discriminant validity evidence by correlating the OIS with the Subjective Well-being Scale in study 1 ( $r = .461, p < .001$ ), the BBC Well-being scale in study 1 ( $r = .689, p < .001$ ) and study 2 ( $r = .723, p < .001$ ), the Well-being Composite Measure in study 1 ( $r = .591, p < .001$ ) and study 2 ( $r = .638, p < .001$ ), and the revised Life Orientation Test in study 2 by separating optimism ( $r = .655, p < .001$ ) and pessimism ( $r = -.444, p < .001$ ). *Results.* Coefficient alpha was high for the OIS in study 1 ( $\alpha = .777$ ) and in study 2 ( $\alpha = .815$ ). The OIS positively correlated with the constructs well-being and optimism, and it negatively correlated with pessimism. *Limitations.* For a more representative sample, UAWOP will test the OIS on a Ukraine population. *Research/Practical Implications.* In conclusion, these results showed that the OIS will assist OF track the well-being of young adult Ukraine orphans. *Originality/Value.* Only recently has OF partnered with BYU-Idaho and UAWOP to challenge the orphan crisis in Ukraine; and to our knowledge, no other well-being scale has been constructed to track the specific needs of young adult Ukrainian orphans.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

FR-P02-055

**Development of Social Exchange Orientations Scale: Negotiated, Reciprocal and Generalised exchange**

K. Yoshikawa\*

**Content: Purpose:**

Social exchange researchers in various social science disciplines have long acknowledged three, distinct forms of social exchange: negotiated, reciprocal and generalised exchange. However, the work and organisational psychology literature has mostly focused on reciprocal exchange, in which two actors act contingently upon partner's behaviours. The aim of this study is to develop a Social Exchange Orientations Scale (SEOS) to assess an individual's orientations towards three forms of social exchange, drawing upon established knowledge in other social science disciplines.

**Method:**

Through five studies with data from 1195 participants, this paper demonstrates content, convergent, discriminant, nomological and incremental validity of the SEOS, and shows metric invariance of measurement across two societal contexts, the U.S. and Japan.

**Results:**

The results show that SEOS is a reliable and valid measure, individuals exhibit distinct orientations to the three forms of social exchange, and the orientations have significant impact on individuals' behaviours.

**Limitations:**

Four out of five studies are based on cross-sectional, single-source data, while the fifth study collected data from separate sources at separate time periods, and it yielded differential relationships between SEOS and behaviours.

**Practical/Research implications:**

The results show dispositional and contextual factors are significantly correlated with individuals' orientations. This implies people might change their orientations in accordance with the surrounding context.

**Originality/Value:**

To my knowledge, this is the first study that empirically examines individual orientations to the three forms of social exchange. It provides instruments to investigate individuals' engagement in different forms of exchange.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

FR-P02-059

**Academics vs Corporate Employees: Do individual antecedents of workaholism differ for different working conditions?**

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**Content:** Working conditions has changed since Oates (1971) first coined the term Workaholism. Today workaholism is more prevalent as contemporary organizations make employees more prone to workaholic habits. The developments in telecommunication technology broke up all the barriers between personal and work life. As a result of global competition, organizations and managers reinforce employees' workaholic habits. Some scholars approach workaholism as a stable individual characteristic (Scott, et al., 1997). Some characteristics might increase employees' tendency to become workaholics. In this study we aimed to shed light on these properties by investigating personality traits and values as antecedents of workaholism for both academics and corporate employees. Totally 67 academicians and 227 corporate employees participated in our study. Big Five Inventory (John, and Srivastava, 1999), Portrait Values Questionnaire (Schwartz et al., 2001) and Dutch Work Addiction Scale (Taris and Schaufeli, 2003) were used to measure the variables in the model. It was found that values measuring conservation had effects on working excessively and working compulsively for corporate employees. However this was not true for academicians. For corporate employees neuroticism was positively related with both working excessively and working compulsively. Neuroticism was also found to affect working excessively for academicians. On the other hand conscientiousness was found to be affecting working compulsively besides neuroticism. Agreeableness and conservation in one side and openness and conservation on the other side found to be interacting while explaining working excessively for academicians. On the other hand neuroticism and self-enhancement interacted while explaining working compulsively for corporate employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emerging themes in I/O psychology***

FR-P02-056

**Psychological Capital, Psychological Collectivism and Individual Innovative Behavior**

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**Content:** Purpose:

Limited research has explored the potential impact of a newly emerged construct, psychological capital, on innovation. The current study examines the relationships among psychological capital, psychological collectivism and individual innovative behavior based on a sample of 255 R & D employees by using a framework of positive psychology.

Design/Methodology

Data were collected on site during a training program on performance appraisal. Innovative behavior was rated by direct supervisors of the respondents and all the other variables were self-reported. Hierarchical linear regression was conducted with controlling demographic variable and personality trait.

Results

Results show that (1) task-oriented psychological capital, guanxi-oriented psychological capital as well as psychological capital as a whole positively correlate with individual innovative behavior; (2) psychological collectivism moderates the relationship between task-oriented psychological capital and individual innovative behavior

- Limitations

Cross-sectional data could not be interpreted as causal relationships. Interactions among psychological capital, team leadership, and management practices could be explored.

- Research/Practical Implications

Psychological capital as an individual trait can hardly determine solely innovative behavior of employees. Psychological collectivism as a component of value system also play a role in it.

- Originality/Value

The study contributes to theory development in (1) providing empirical evidence on the relationship between psychological capital and innovative behavior, and (2) examining the moderation effect of psychological collectivism on the relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Emotion regulation***

TH-P01-078

**Sub-clinical depression associated with ineffective negative emotional interference suppression in working memory**

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**Content:** *Purpose.* To study the relationship between suppression of negative emotional activation in working memory and depressive symptoms.

*Design.* Participants (N=29, 21 females, 24-44 years old, students of Moscow University) were administered Beck's Depression inventory (BDI-II, Russian version) and a version of Internal Shift Task (Chambers et al., 2008). Series of male and female faces with a neutral or angry expression were presented, sampled from Karolinska Directed Emotional Faces database. In the Gender condition, participants counted mentally male and female faces in a series. In the Emotion condition, neutral and angry faces were counted. RT (self-paced presentation of faces) was registered.

*Results.* A rm-ANOVA with Condition (Emotion, Gender), Valence (angry, neutral), ValencePrev (angry or neutral expression of the face in the previous probe) and Depression (median split on BDI-II scores) as factors revealed a significant Condition×Valence×Depression interaction. In the Gender Condition, angry and neutral faces were processed equally quickly. In the Emotion Condition, neutral faces were processed equally quickly by both Depression group, but high-Depression group showed significantly slower responses to angry faces. Post-hoc analysis revealed that high-Depression group had a specific deficit in speeding up responses for angry faces following an angry face. Both results indicate a deficit in negative emotional activation suppression in the high-Depression group.

*Limitations.* Depression scores are limited to none to light depression.

*Research/Practical implications.* Training of emotional interference suppression may decrease depression liability.

*Value.* The study adds to the literature explicating the relationship between working memory and sub-clinical depression.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotion regulation***

TH-P01-019-interactive

#### **Emotion Regulation in Emergency Paramedic Trainees – Evaluation of a Primary Preventive Intervention**

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<sup>1</sup>Work, Organisational and Social Psychology, Dresden, Germany

#### **Content:**

##### **Purpose**

Emergency paramedics are exposed to high emotional stress. Therefore, emotion regulation competencies are essential for preventing mental strain. The aim of this project was to implement a training of emotional competencies (Berking, 2015) into a new paramedical training curriculum to evaluate its effectiveness.

##### **Design/Methodology**

Pre- and post-training, 47 trainees (28 in training-group, 19 in control-group; 21.6 years, 15f) completed questionnaires about training satisfaction, transfer into professional practice and training effectiveness (well-being, depression and anxiety). Additionally, heart rate variability (HRV) was measured. For satisfaction and transfer, frequencies were computed, for effectiveness, 2 (group) x 2 (time) repeated measures (M)ANCOVAs were conducted.

##### **Results**

Overall satisfaction with the training was very high and over 50% of the trainees reported satisfactory to excellent (expected) transfer into everyday professional practice. We could not find a significant improvement in psychological variables ( $p > .10$ ; effect size  $\eta^2 \leq .01$ ) after training, but a significant increase of HRV ( $p < .01$ ;  $\eta^2 = .35$ ).

##### **Limitations**

Several methodological limitations (lack of follow up measurement, no randomized assignment of participants, measurement of HRV) will be discussed.

##### **Research/Practical Implications**

A training of emotional competencies is well accepted by paramedical trainees. The training could increase autonomic self-regulation, which might imply a reduction of cardiovascular risk, and could be a precursor of increasing psychological stress regulation. Follow-up measures are needed to show trainings effects with regard to well-being, depression and anxiety.

##### **Originality/Value**

This is the first report to evaluate a work related emotion regulation training in paramedical trainees in order to enrich training for professions with high emotional stress.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Emotion regulation***

TH-P01-076

**Emotion regulation abilities and job burnout: the moderator role of the emotional labor of the job**

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**Content:** Research on emotion regulation (ER) and job burnout (JB) has been relying on ER *dispositions* (self-report) or *knowledge* measurements. So far, no studies approached the effect of ER *abilities* on JB. Strategies such as *expressive flexibility ability* (EFA), have been shown to decrease stress (Bonnano et al., 2004) and to increase adjustment in contexts of high stress or threat (Westphal, Seivert, & Bonanno, 2010) and might potentially impact JB. Based on a functionalist perspective, the adaptive-maladaptive effect of emotion regulation strategies should be understood taking in consideration the context (Gross, 2013). The purpose of this study is to investigate the impact of EFA on JB while accounting for the moderator effect of the emotional labor of the job (EL). We hypothesize that EFA's negative effect on JB will increase as the EL of the job increases.

142 employees filled a battery including JB, ER and other situational and individual predictors of JB. They participated in an experimental task assessing EFA.

Hierarchical regression analysis points out an incremental negative effect of EFAxEL on the prediction of professional inefficacy (INE) – EFA decreases INE in high EL jobs, and increases it in low EL jobs.

Replication of these results in larger context-specific samples are necessary before generalization of results. Nonetheless, results suggest that understanding the effects of ER *abilities* should not be done in a simplistic way, but rather accounting for the specificities of the context. To our knowledge, this study investigates for the first time the effect of ER abilities on JB.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotion regulation*

TH-P01-077

**The inability to unwind from work is associated with increased dietary fat intake in school teachers**

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### **Content: Background**

Previous research showed that being unable to psychologically unwind from work is associated with increased cardiovascular disease (CVD) risk. There are many possible causes of CVD but one possible mechanism could involve a behavioural pathway in terms of individuals pursuing an unhealthy diet. The aim of this study was to explore the nutritional intake of individuals who find it easy (low ruminators) or difficult (high ruminators) to switch-off from work, using validated diary methodology.

### **Methods**

A cross-sectional design was employed, drawing on data from both questionnaires and food diaries. 42 school teachers completed measures of work-related rumination, emotional eating, restraint eating together with a 4-day food diary including two work days and the weekend.

### **Results**

High ruminators consumed larger amounts of saturated fats ( $U = 109$ ,  $z = -2.12$ ,  $p = .005$ ) and mono-unsaturated fats ( $U = 126$ ,  $z = -1.91$ ,  $p = .015$ ) relative to low ruminators (one-tailed). The effects were only found for work days not the weekend.

### **Discussion**

Work-related rumination appears to contribute to a proposed behavioural pathway between unwinding from work and cardiovascular risk. Thus, findings can have implications on future workplace health interventions incorporating training and educational elements to reduce rumination.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Emotion in the workplace***

***Emotion regulation***

TH-P01-018-interactive

**I'm gonna make it! – The influence of success priming on self-efficacy and emotions in achievement situations**

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**Content:** As previous research has shown, priming can influence performance in achievement situations. Hansen and Wänke (2009) demonstrated that self-efficacy mediates the effect of stereotype-priming on performance. A corresponding examination concerning the influence of priming and self-efficacy on emotions is lacking. The control-value theory (Pekrun, 2006) states that achievement emotions are determined by the factors control over activity/outcome and value of activity/outcome. In line with that, this study focuses on control: control can – in line with Pekrun – be seen as equivalent to the concept of self-efficacy (Bandura, 1977). It was hypothesized that self-efficacy mediates the effect of success priming on achievement emotions. A between-group-design (priming vs. control) was conducted within a student sample ( $N = 131$ ). Participants completed a cognitive ability test (achievement situation). Group comparisons (MANOVA) for self-efficacy and emotions revealed no significant differences. Furthermore, there was no evidence for the mediation of the priming effect on emotions by self-efficacy. Only a marginal significant influence of self-efficacy on positive emotions was observed, which fits the control-value theory (Pekrun, 2006). The low-stakes achievement situation and the student-sample are limitations of this study: A revision with a more stressful context could reveal the expected group differences which in turn are the basis to check the mediation model again and to replicate this first finding that success priming tends to address only positive emotions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotional labor***

TH-P01-079

#### **The role of state and trait mindfulness in emotional labour: considering different emotion regulation strategies**

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#### **Content:**

##### *Purpose*

In the service sector, symptoms of strain are increasingly reported by service employees who perform emotional labour. Mindfulness is investigated as a potential beneficial factor for employee well-being, and different emotion regulation strategies are considered.

##### *Methodology*

In a diary study, 644 customer interactions reports were collected from 149 service employees. Participants filled in a questionnaire (level 2) on trait mindfulness as well as standardized protocols on interactions involving emotional labour (level 1), reporting state mindfulness and emotion regulation strategies used during these interactions, as well as situational self-efficacy and emotional exhaustion experienced afterwards.

##### *Results*

Using multilevel structural equation modelling, results indicated negative relationships of mindfulness state with both surface acting and deep acting. Mindfulness state, trait, and passive deep acting were found to be negatively related to situational exhaustion and positively related to situational self-efficacy. Only surface acting was found to mediate the state mindfulness – exhaustion relationship. Moreover, the trait mindfulness - exhaustion relationship was found to be mediated by state mindfulness.

##### *Limitations*

Results do not fully explain the complex interplay between mindfulness, emotional labour and its consequences. Further contextual factors such as job autonomy or aspects of social interaction might affect these relationships.

##### *Research/Practical Implications*

Results support previous findings on the beneficial role of mindfulness for employees with customer contact and imply to consider mindfulness at work as a health-fostering factor.

##### *Value*

This multilevel study extends knowledge on the connection between mindfulness and different emotional labour strategies, taking situational as well as stable factors into account.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotional labor*

TH-P01-081

**The effect of psychological capital on relationship between emotional labour and emotional contagion, and emotional exhaustion**

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<sup>1</sup>Department of Industrial Psychology, <sup>2</sup>Tallinn University of Technology, Tallinn, Estonia

**Content: Purpose:** The purpose of the study was to examine the relationships between emotional labour and emotional contagion and emotional exhaustion and the influence of psychological capital on these relationships.

**Design/Methodology:** Two samples of emotional employment representatives - 168 kindergarten teachers and 118 prison guards - completed measures of emotional labour (surface acting, deep acting, genuine emotions) (Liu & Zhang, 2015), emotional contagion (adapted from Mehrabian, A. & Epstein, N. (1972) Measure of Emotional Empathy), emotional exhaustion (from Maslach Burnout Inventory, (Maslach & Jackson, 1981), and psychological capital (Luthans & Youssef, 2004) with the permission of Mind Garden, Inc . Structural equation modeling was utilized to analyze the data.

**Results:** The findings demonstrate that employees with higher psychological capital (PC) are more engaged in emotional labour (EL), less emotionally exhausted and emotionally contagious. The main hypothesis of PC being a mediator between EL forms and emotional exhaustion and contagion was confirmed. The results also show that teachers, who are high in emotional contagion, are less engaged in EL. Prison guards, who are more emotionally exhausted hide their emotions more and express real emotions less when involved in EL.

**Research/Practical Implications:** The results show that PC is an important factor in EL, acting as a mediator in the relationships between emotional labour and emotional contagion and emotional exhaustion.

**Originality/Value:** This is one of the first empirical studies, which examines the previously underexplored associations emotional labour, psychological capital and emotional exhaustion and contagion.

**Keywords:** emotional labour, emotional contagion, psychological capital, emotional exhaustion.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotional labor*

TH-P01-080

**Linking Surface Acting in Interactions with Customers, Coworkers, and Supervisors and Employee Well-Being.**

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**Content: Purpose:** Regulating emotions is essential in many customer-service jobs. Faking one's emotions (i.e., surface acting) is especially problematic for employee outcomes (Gabriel et al., 2015). Research has primarily investigated surface acting in interactions with customers, yet, employees may also act in interactions with coworkers and supervisors. We reasoned that surface acting in interactions with each group (customers, coworkers, supervisors) may lead to feelings of inauthenticity (Gabriel et al., 2015), which would be associated with lower job satisfaction and greater negative emotions at work. **Design/Methodology:** We used a correlational survey design with 204 customer-service employees. Surface acting was measured with items from Chu and Murrmann (2006; alphas > .90). Job satisfaction was assessed with a shortened-version of Brayfield and Rothe's (1951) measure (alpha = .89) and negative affective well-being was measured with Van Katwyk and colleagues' scale (2000; alpha = .89). **Results:** Regression analyses found that surface acting toward customers was the only unique (negative) predictor of job satisfaction ( $p < .01$ ) and surface acting toward customers and supervisors uniquely (positively) predicted negative affective well-being ( $ps < .05$ ). **Limitations:** Our data are correlational and thus preclude causal statements. **Research/Practical Implications:** Our data suggest that negative implications of surface acting may extend to other interactions beyond customers. Faking emotions in interactions with supervisors was also associated with more negative affect at work. **Originality/Value:** Our study considers a wider array of targets of emotional regulation in customer-service jobs and highlights surface acting in interactions with supervisors as potentially negatively impacting employee well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotional labor***

TH-P01-020-interactive

#### **Spillover Effects of Emotional Labor on Diet and Alcohol Behaviors**

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#### **Content: Purpose**

This study uses a mood repairment framework and a distress/eustress lens to investigate the impact of emotional labor strategies on behaviors that influence physical health, namely quality and quantity of food and alcohol consumption. We hypothesized that individuals that engage in surface acting will experience distress and subsequently consume a larger quantity of and poorer quality of food and alcohol in order to feel better, whereas individuals that engage in deep acting will experience eustress – a positive stress response – which would be negatively associated with poor quality and large quantity of food consumption and alcohol consumption.

#### **Design/Methodology**

We used an experience sampling design where 45 servers and bartenders filled out three surveys a day for 10 working days: one before work that assessed stress; one after work that assessed stress and emotional labor; and one before bed that assessed quantity and quality of food and alcohol consumption.

#### **Results**

Preliminary multilevel analyses conducted showed partial support for our hypotheses. The relationship between emotional labor, alcohol, and food quantity was significant.

#### **Limitations**

Our results may not generalize to individuals that have negative display rules (i.e. tax collectors).

#### **Research/Practical Implications**

The results suggest that emotional labor impacts lifestyle behaviors that affect physical health. Future research could explore additional lifestyle behaviors, including smoking and exercise.

#### **Originality/Value**

This study is the first to examine the relationship between emotional labor and food consumption, as well as the first study to examine the relationship between emotional labor and alcohol using a non-cross-sectional design.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

TH-P01-023-interactive

#### **Exploring the appraisal bias model of cognitive vulnerability in organizational situations**

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#### **Content: Purpose**

The appraisal bias model of cognitive vulnerability (Mehu & Scherer, 2015) suggests that inflexible appraisal patterns of different situations cause similar emotional responses, independently of the context. Evaluating situations consistently immoderate may lead to more/less intense emotions which require increased/decreased emotion regulation efforts that might be disproportionate to the demands of a situation.

#### **Design/Methodology**

Conducting an online study, participants (N = 26) were asked to experience nine emotional situations (negative, ambiguous, and positive events for employees) and rate their appraisal pattern of each situation. We further measured depression-, anxiety-, and stress-related symptoms during the last week (Lovibond & Lovibond, 1995) and emotional labor (EL; Neubach & Schmidt, 2006).

#### **Results**

Consistent with prior research (Gentsch et al., 2015), the results showed a positive correlation between emotion intensity and emotion regulation effort for negative and open situation but not for positive situations. Depression scores correlated with conduciveness appraisals; anxiety scores were related to unpleasantness, coping, and no adjustment appraisals; stress scores were related to unpleasantness and no coping appraisals. Unpleasantness appraisals were related to EL.

#### **Limitations**

A more sufficient sample is necessary to validate the present findings.

#### **Research/Practical Implications**

In the organizational context appraisal patterns related to depression symptoms, anxiety, and stress differ from the contexts of daily life and educational settings (Gentsch et al., 2015). Furthermore, the results imply that unpleasantness is related to EL which has been recognized to drives emotional exhaustion (Judge et al., 2009).

#### **Originality/Value**

This study is the first exploring the relevance of appraisal bias as a risk factor for adverse affective dispositions in the organizational context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

TH-P01-022-interactive

## **Towards a Dynamic Model of Affect and Workplace Creativity: An Examination of Cognitive and Motivational Processes**

S. Chow\*

### **Content: Purpose**

Employees' affect or mood has long been considered a precursor of workplace creativity. Although research in this area has flourished in the past decade, the majority of studies have focused on the inherent goodness of positive affect *or* the inherent badness of negative affect. Given that both positive and negative affect are functional and adaptive, the current study seeks to gain a greater understanding of the role of affect on creativity by considering their combined effects.

### **Methodology**

Study 1 examines the combined effects of positive and negative affect on creativity through cognitive fluency and originality. 200 participants will undergo a mood induction and then be asked to complete a cognitive fluency test. A panel of experts who are blind to the study will be assembled to provide ratings on cognitive fluency, originality and creativity.

Study 2 examines the combined effects of positive and negative affect on creativity through a learning goal orientation. A sample of 100 participants from the R&D industry will be assessed over a 1-month time period.

### **Results**

First, the interaction between positive and negative affect is expected to predict creativity over and above positive or negative affect alone. Second, this relationship will be mediated by learning goal orientation such that those with a mastery goal will relate positively with creativity while performance goals, negatively.

### **Limitations**

Although this is a longitudinal study, we are unable to fully replicate the cognitive mechanisms examined in study 1 with the workplace sample of study 2.

### **Research/Practical Implication**

Results may support the validity of using positive and negative affect as an interaction term.

### **Originality**

1) Examines affect from a dual-tuning perspective, elucidating its cognitive mechanisms. 2) Examines moderators of this relationship in both lab and workplace samples.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Emotions and organizational contexts***

TH-P01-087

**Three Perspectives on the Scope and Value of Emotional Intelligence**

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<sup>1</sup>School of Psychological, Social and Behavioural Sciences, Coventry University, COVENTRY, United Kingdom

**Content:** Objectives: The field of Emotional Intelligence (EI) appears to be a minefield of theoretical obscurities, inaccuracies, exaggerations and inappropriate applications. The current study explores the degree to which there are established consensus on the definition and value of EI within three distinct populations: academics, students, and HR professionals.

Design: A simple qualitative open-ended questionnaire was developed to explore the perspectives of the three populations. If you would like to participate before the session, students can get involved here: <https://coventry.onlinesurveys.ac.uk/studentei>, academics here: <https://coventry.onlinesurveys.ac.uk/academia> and HR professionals here: <https://coventry.onlinesurveys.ac.uk/ei-in-hr>

Methods: Two-hundred students, 100 researching and/or teaching academics, and 50 HR professionals from across the globe were convenience sampled from social media or through personal contacts. Results were analysed qualitatively, themed, and consensus explored within and between samples.

Results: EI is perceived as a 'common-sense' idea, however there is very little agreement about the definition and scope of EI, with very few participants clearly framing it within the context of existing individual difference frameworks. Nearly all participants viewed the constructs as positive, and valuable for their own activities whether that be for student-life, researching, teaching, or selection/recruitment.

Conclusions: Consensus on EI is lacking and thus greater attention is needed to ensure self-perpetuating misconceptions are replaced with the clear dissemination of the theoretical grounding to, and robust empirical evidence for, EI. Whether it be within academic work, Higher Education curriculum, or HR practice, adopting EI should not be encouraged without a robust theoretical understanding.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Emotion in the workplace***

***Emotions and organizational contexts***

TH-P01-024-interactive

**Emotion work and job satisfaction: the role of hotel segment. Differences between seaside and city hotels in Spain.**

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**Content:** Purpose: This study investigates the relationship of emotion work, or the requirement to display organizationally desired emotions (“positive emotions”, “negative emotions”, “sensitivity requirements” and “emotional dissonance”) and job satisfaction. Furthermore, it examines if there are differences in emotion work between two hotel segments: seaside hotels and city hotels, and the moderating role of hotel segment in the emotion work – job satisfaction relationship.

Design: Data were collected from 324 Spanish customer contact hotel employees (receptionists and waiters).

Results: hierarchical multiple regression analyses showed that “positive emotions” and “emotional dissonance” were positively and negatively related to job satisfaction respectively. These analyses also indicated that hotel segment was a significant moderator of the relationship between “negative emotions” and “emotional dissonance” and job satisfaction. In addition, t-tests showed that frontline employees of seaside hotels presented higher levels of emotion work (all dimensions) than frontline employees that work in city hotels.

Research implications: different hotel segments place different emotion work requirements on their employees.

Originality: existing research has investigated the differences between leisure and business service from a customer’s point of view. This study contributes to examining the perspective of employees examining ‘ if emotion work demands are different depending on the hotel segment and the way they impact on their job satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Emotions and organizational contexts*

TH-P01-088

**Gender-typing of Leadership and Emotional competences**

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**Content:** Implicit leadership theories (ILT) refer to beliefs and expectations that people hold about what leaders do (descriptive dimension), as well as the behaviors and attributes that effective leaders should exhibit (prescriptive dimension). Prototypical leaders who fit these expectations are more likely to receive positive ratings from subordinates. The extent to which other gender-related leadership dimensions, apart from masculinity, such as emotionality impact on descriptive and/or prescriptive dimensions of leadership has not been previously a feature. This work contributes to implicit leadership theories by incorporating these dimensions.

In a 2 (descriptive vs. prescriptive leaders) x 2 (women vs men) between- subjects design, 546 Spanish participants (50.7% women) with mean age 27.99 (range= 17-55; SD= 12.01) were randomly asked to rate a series of gender-related dimensions of successful middle managers. These dimensions included emotional competences, leadership styles, physical characteristics, marital status, age, and having children. Half of participants had work experience.

Results show that perceptions about the emotional competences and leadership styles of leaders differed in both conditions, being generally higher for ideal than real leaders. Perceptions about female and male leaders were similar except for one emotional competence. Interestingly, participants had different perceptions depending on their previous work experience. Finally, gender of leader was irrelevant on evaluating the leaders' emotional competences or leadership style except only for the laissez-faire style. In both conditions, most participants imagined a middle-age middle-size male, wearing suits and with a stable couple and children. Practical implications for the selection and promotion of leaders are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

TH-P01-086

#### **Validation of the Multi-Affect Indicator Questionnaire (IWP) in a Spanish Sample**

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#### **Content: Purpose**

The purpose of this study was to translate, adapt and initially explore the construct validity of the 16 items version of the affect measure developed by Warr et al. (2014) in Spain.

#### **Design/Methodology**

The sample consisted of 219 individuals (56% women;  $M_{age} = 34.12$ ,  $SD = 9.55$ ). Translation and back translation were conducted by two independent bilingual researchers with expertise in psychometrics and psychology. Data was collected using an electronic survey.

#### **Results**

To examine the construct validity, we performed a confirmatory factor analysis with AMOS vs.22. We tested 5 competing models (4 factor Model; 2 Factor Model: Pleasant and Unpleasant; 2 Factor Model: Anxiety to Comfort-Depression to Enthusiasm; 2 Factor Model: High Activation and low Activation; 1 Factor Model). Results showed that the hypothesized four factor model has the best fit,  $\chi^2 = 285.94$ ,  $df = 98$ ,  $IFI = .90$ ,  $CFI = .90$ ,  $TLI = .87$ ,  $RMSEA = .09$ ,  $SRMR = .07$ . Correlations among the four factors range from .33 to .79. All factor loading were significant, and ranged from .45 to .87. Reliability estimates ranged from .76 to .86.

#### **Limitations**

The sole purpose of this sample was to validate the instrument. That will be use in a larger sample afterwards. Thus, sample is relatively small.

#### **Research/Practical Implications**

These results are consistent with the confirmatory factor analysis presented by Warr et al. (2014). The Spanish version shows good psychometric properties to be used in organizational setting and in research with workers.

#### **Originality/Value**

IWP is a notorious questionnaire that measures affect with only 16 items, easy to implement in organizational setting; thus, a Spanish translation is of relevance for future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Emotions and organizational contexts***

TH-P01-021-interactive

**The influence of cyber mobbing and use email on self-efficacy and stress depending on emotional intelligence**

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**Content:** Purpose – The purpose of this paper is to analyse the influence of cyber mobbing and the use of email on self-efficacy and stress, depending on emotional intelligence [emotional attention (AE), emotional clarity (EC) and emotional repair (RE)].

Design / Methodology – The analysis of a database of 32 employees of the mortgage advise company. To prove the model proposed a PROCESS for SPSS, from <http://afhayes.com/spss-sas-and-mplus-macros-and-code.html> was computed

Results – The relationship between victimization and stress was positive when the levels of RE were low, negative when the levels of RE were high and neutral when the levels of RE were moderates. Moreover, the positive relationship between AE and stress was stronger in cases of high levels of cyber mobbing than in cases of low levels. On the other hand, the relationship between the stress by the use of email and self efficacy was positive when the levels of CE were low, negative when the levels of CE were high and neutral when the levels of CE were moderates

Limitations – However, generalizability may be limited due to sample.

Research /Practical implications - We add knowledge in the relationship between ciber mobbing and stress by the use of email and its results moderated by emotional intelligence. Future research is needed to test this results in other organizational contexts.

Originality /Value - Extends the mortgage advise company research by investigating the moderator role of the emotional intelligence in the relationship between ciber mobbing and stress and its consequences.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

TH-P01-025-interactive

#### **Exploring remote e-workers' affective well-being at work: A blurred picture**

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#### **Content: Purpose:**

This research which forms part of a broader study aims to explore and assess multi-dimensional well-being at work (i.e. affective, social, cognitive, psychosomatic, and professional) in remote e-workers. The present contribution is specifically focused on the affective component. E-work has been defined as work conducted at *anyplace and anytime* using technology.

#### **Design/Methodology:**

Thirty-nine semi-structured interviews with remote e-workers (22 female, Mage= 46.86, SD= 8.25) were conducted in a UK IT organisation. Interviewees work in a variety of job roles and have a range of working patterns (e.g., full-time home-based, working in a variety of locations). Data were analysed using thematic analysis.

#### **Results:**

The affective well-being was explored by looking at work-related emotions, job satisfaction, organisational commitment and emotional exhaustion. Preliminary findings show that remote e-working is both positively and negatively associated with affective well-being.

#### **Limitations:**

Interview data was gained from a particular organisation, restricting results' generalisability.

#### **Research/Practical Implications:**

Findings provide an in-depth understanding of e-workers' affective well-being and underline how different job roles and working patterns may influence the relationship between remote e-working and well-being at work.

Results will inform the development of a new scale to assess the posited five well-being dimensions in e-working populations; supporting organisations in monitoring and preventing potential unhealthy behaviours that could negatively affect e-workers' well-being.

#### **Originality/Value:**

Currently there are no existing measures specifically focused on e-worker's well-being. This study supports the development of a new scale.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Emotions and organizational contexts***

TH-P01-084

**Self-efficacy, work-related emotions and desire to quit in teaching occupation: A test of reciprocal relations**

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**Content:** The aim of this study was to test reciprocal relations between teachers' self-efficacy and work-related emotions and its predictive value of desire to leave the profession.

The study was conducted on the sample of 1525 Croatian teachers by implementing two-wave full panel design with a time lag of six months. Teachers filled out self-report measures that assessed their desire to quit, self-efficacy, and six discrete emotions experienced in relation to teaching and students (i.e. joy, pride, love, anger, hopelessness and fatigue/exhaustion).

Cross-lagged analysis revealed the reciprocal relations between emotions and self-efficacy. Teachers who had experienced higher levels of positive emotions assessed at first time point, also reported higher levels of self-efficacy six month later, and vice versa. The opposite trend was found for the relation between negative emotions and self-efficacy. However, emotions predicted desire to quit only if assessed at the same time point (i.e. second wave) – teachers who experienced negative emotions to a greater extent had stronger desire to leave the teaching profession. The opposite was found for positive emotions.

Two limitations of the study should be taken into account: 1) convenient sample, and 2) all used measures were based on self-reports.

The importance of emotions in the work of teachers will be discussed both from theoretical and practical points of view.

The potential value of this study reflects in the fact that this is one of the rare studies that examined the role of emotions in predicting self-efficacy and desire to quit within teacher occupation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Emotions and organizational contexts***

TH-P01-083

**The Effect of Constructive Leadership on Employee Behaviors within the Affective Events Theory Framework**

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**Content:** Research investigating the impact of emotions in the workplace began in the 1930's. In the 1990s, Weiss and Cropanzano's Affective Events theory (AET) extended this research to include antecedents and consequences of affective events at work. The present study utilized AET framework to examine the impact of constructive leadership on employees' emotional appraisals, job satisfaction, adaptive performance and OCBs. Previous tests of AET used global job satisfaction measures to predict behaviors (e.g., Grandey, Tam & Brauburger, 2002) with inconsistent results. Since research suggests specific attitude measures better predict behaviors rather than broad constructs due to the matched level of specificity (Harrison, Newman & Roth, 2006), the present study used a multifaceted satisfaction measure to predict behaviors. Regression analyses were performed on a sample (N = 47) of largely social services employees. Several assumptions of AET were supported, and constructive leadership led to increased supervision satisfaction. Adaptive performance was predicted by total job satisfaction, but more variance was explained by the nature of work satisfaction facet, a previously unidentified predictor. This result also supports the notion of matched specificity. Because negative emotional appraisals also predicted adaptive performance it is unclear whether adaptive performance is an affect- or judgment-driven behavior. Several limitations may have affected results including low internal consistency scores, and sample size. Practical implications suggest adopting more constructive behaviors can increase employee satisfaction. Also, to facilitate change organizations should use targeted position-matching for employees and limit events likely to elicit negative emotional appraisals in employees to further encourage adaptive performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Emotions and organizational contexts***

TH-P01-082

#### **Can human resource primacy moderate the relationship between emotional dissonance and sickness absence?**

A.-M. Indregard\*

**Content:** Emotion work refers to psychological processes necessary to express emotions that are desired by the organization. When having to express emotions which are not genuinely felt, the employee may experience emotional dissonance. Studies have found that experiencing emotional dissonance at work is related to emotional exhaustion and sickness absence, but there are few studies that have examined potential moderators for the relationship between emotional dissonance and sickness absence.

Organizational work factors have been found as important predictors of sickness absence and may also act as moderators in relationships between psychological work factors and sickness absence. Human resource primacy is a dimension of organizational climate and can be defined as the organization's interest in its employees' welfare and happiness. Studies have found that human resource primacy is related to subjective health complaints, job satisfaction, and work ability, but to our knowledge there are few studies that have investigated the effect of human resource primacy on sickness absence.

The aim of the present study was to investigate the relationships between emotional dissonance, human resource primacy, and sickness absence, among employees working with clients.

#### **The following two hypotheses were tested:**

- 1) human resource primacy is related to sickness absence, and
- 2) human resource primacy moderate the relationship between emotional dissonance and sickness absence

A sample of 7 758 employees were recruited from 96 Norwegian organizations in the period 2004 to 2014. All included employees were working with customers, clients, patients or students. The study design was prospective with emotional dissonance and human resource primacy measured at baseline, and then linked to official registry data of medically certified sickness absence for the year following the survey assessment.

The results from the present study will be presented and discussed at the conference.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Emotion in the workplace*

*Emotions and organizational contexts*

TH-P01-085

**Emotions and Leadership: A qualitative study within the educational system of Germany**

B. Hodapp\*

**Content: Purpose:** Leadership is relationship. Relationships are regulated by emotions (Heisig, 2008). So again, leadership is influenced by emotions (Arnold, 2003). However, there isn't much research investigating the relationship between leadership and emotion (Urban, 2008), especially within the educational system of lifelong learning (Nittel et al., 2014).

**Design/Methodology:** Which emotionally challenging situations occur in the context of educational organizations? What are their causes? How do persons leading these organizations deal with such situations? What influences do the emotional situations have on the individuals and/or the organization? To answer these questions, expert interviews (Meuser & Nagel, 2013) with leaders of institutions in the pre-school, the secondary school sector and the area of adult/further education have been conducted (N = 15).

**Results:** To develop an empirically based theoretical model, the data have been qualitatively analyzed following the coding processes of the Grounded Theory Methodology (GTM; Strauss, 1998). The model shows which emotionally challenging situations occur, their causes and consequences, contextual influences, and how the leaders cope with these emotionally stressful situations.

**Limitations:** It remains to use other samples e.g. teachers or pupils and to choose other research approaches like ethnography or quantitative methods.

**Research/Practical Implications:** The results demonstrate the importance and manifold connections between emotions and leadership within the educational system of lifelong learning. Further research is needed to better understand the underlying mechanisms.

**Originality/Value:** It is the first study investigating the relationship between emotions and leadership in the educational system using the qualitative approach of the GTM.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Employability***

SA-P01-045

#### **The mediating role of perceived employability in the relationship between dispositional employability dimensions and career success**

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**Content:** Fugate et al (2004) identifies important personal factors that could help graduates to get high quality jobs after graduation. This fact is explained because this kind of employability, composed of diverse dimensions, promotes graduates' perceived employability and this has been related to obtaining high quality jobs in terms of job-person fit. In addition, research shows that job-person fit have positive consequences for professional career outcomes.

Taking this into account, the aim of this study was twofold. First of all, to test the mediating role of perceived employability in the relationship between personal employability dimensions (human capital, social capital, career identity, and personal adaptability) and job-person fit. Secondly, to test the mediating role of job-person fit in the relationship between perceived employability and career success.

The study was based on a sample of 236 Mexican university graduates. The hypotheses were tested by means path analysis.

In general, results showed that perceived employability fully mediates the relationship between some employability dimensions (career identity and adaptability) and job-person fit. In addition, perceived employability partially mediates the relationship between human capital and job-person fit. Furthermore, results showed that job-person fit fully mediates the relationship between perceived employability and salary.

These results present some theoretical implications to assignment theory, highlighting the role of job-person fit on salary. Regarding to practical implications, the results highlight the importance for universities of develop graduates' employability. In this sense, the development of human capital is crucial helping students to improve their perceived employability and facilitating the acquisition of jobs fitted with their academic investment. In addition, for employees this kind of fit helps them to obtain other kind of benefits as higher salaries.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Employability***

SA-P01-048

#### **Impact of perceived employability on work behavior: An interdisciplinary review with future research directions**

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**Content: Purpose:** Perceived employability (PE) is advanced as a security mechanism in today's dynamic labor market and personal resource with overall beneficial outcomes. There is quite some work done in realm of occupational health research with overall conclusion that PE promotes well-being. Existing literature in other streams on specific behavior is far more fragmented, though there are obvious links with employability in the career literature (e.g., PE should promote individuals' career) and performance literature (e.g., employable workers are thought to be high achievers). Our aim is to summarize what is known and what is still to be explored mainly in these two literature streams.

**Design/Methodology:** The paper collects sixteen peer-reviewed articles with particular focus on PE and work behavior. Three main databases (Web of sciences, Scopus, and Business source complete) were used to retrieve the studies.

**Results:** We conclude that PE is a double-edge sword with strong behavioral implication in term of positive work behavior (OCB and in-role performance) as well as negative work behavior (counterproductive and bullying).

**Limitations:** It covers the concept of PE at the individual level. The search was made till 2015, most likely few studies missed that are not available in our searched databases or in press. No statistical technique were used and we largely relied on databases and manual reading.

**Research/Practical Implications:** Behavioral implications that are not only limited to individuals but also for the organizations to achieve the organizational goals effectively through employable humans.

**Originality/Value:** It reviews the prior work on the PE and particular focused upon three broad work behaviors 1) positive behavior (e.g., in-role performance, and OCB) 2) negative behavior (e.g., bullying, and counterproductive) 3) career-related behavior (e.g., job search, impression management, and learning behavior) under the light of social exchange theory, conservation of resource theory, psychological contract, job-demand control, and stress theory.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employment relations**

**Employability**

SA-P01-050

**Undergraduates' perceptions of wearing a business suit to job interviews and in the work-place: An exploratory study.**

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<sup>1</sup>Psychology, <sup>2</sup>Health and Life Science, Coventry University, Coventry, United Kingdom

**Content:** Undergraduates' perceptions of wearing a business suit to job interviews and in the work-place: An exploratory study.

Anne Turner, Dr Rebecca Jenks, Dr Gail Steptoe-Warren and Dr Douglas Howatt  
Coventry University

**Purpose:** Preparing undergraduates for graduate interviews and the workplace is a priority for universities. Understanding relevant and 'attractive' professional behaviours that employers seek, is not consistent with undergraduates' and educators' opinions; prior research being contrary. The current study examined perceptions of undergraduates to one professional behaviour, wearing a business suit to an interview and the workplace.

**Design/Methodology:** Undergraduates participated in a focus group discussion, ( $N=5$ ), with a semi-structured format. Digitally recorded dialogue was transcribed and analysed using thematic analysis.

**Results:** The research question was answered; thematic analysis identified themes; undergraduates did perceive wearing business suits to be important in work-related situations. Further, in wearing a business suit, particularly the jacket, participants believed they 'embodied' garment-related traits i.e. confidence, professionalism etc.

**Limitations:** Incorporating inter-faculty findings is required to extend and verify results and assess the influence of faculty-specific industry expectations on undergraduate perceptions.

**Research/Practical implications:** The findings provide a 'current' understanding of undergraduates' perceptions to a 'desired' and important professional behaviour, wearing a business-suit for interviews/workplace. These findings aid the development of programmes for undergraduate guidance into the workplace, enabling them to be 'work-ready', along with adding to clothing research in gaining an insight into 'embodying' a symbolic garment.

**Originality/Value:** To achieve an 'current' and generalised consensus regarding 'desired' professional behaviours, offering guidance for undergraduates approaching the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Employability***

SA-P01-046

#### **Unemployment and employability in young people: the importance of personal and emotional resources**

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#### **Content: *Purpose***

Employability, as the competence to get and retain a job, is a key factor in the current situation of unemployment and job insecurity. However, few studies have investigated how to increase it focusing on individual resources. The purpose of this study was to test the role played by Psychological Capital (PsyCap) and emotions in predicting young people's employability.

#### **Design/Methodology**

The study was carried out with a sample of 257 individuals (51% men;  $M_{age} = 26.69$ ,  $SD=2.40$ ) younger than 30 years old, which was provided by the local employment service. Using a pen-and-pencil survey, we measured 4 dimensions of *PsyCap*, 4 dimensions of *emotional well-being*, and both qualitative and quantitative employability.

#### **Results**

The relationships were explored using multiple regression analyses (SPSS vs.22). Our hypothesis was partially confirmed, as only 2 dimensions of *PsyCap* (efficacy,  $\beta = .20$ ; sig.  $\leq 0.01$ ; hope,  $\beta = .33$ ; sig.  $\leq 0.001$ ), besides 2 positive dimensions of emotions (enthusiasm,  $\beta = .17$ ; sig.  $\leq 0.01$ ; comfort,  $\beta = -.13$ ; sig.  $\leq 0.05$ ) were significantly related to employability.

#### **Limitations**

The current sample was relatively small but adequate to test our hypothesis. It would be also interesting to replicate our results in older age groups.

#### **Research/Practical Implications**

Results underline the key role played by personal resources when studying employability. They also will allow the development of new tools to promote their employability.

#### **Originality/Value**

To our knowledge, this study is the first to study the role played by emotions as antecedents when promoting employability in young unemployed people.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Employability*

SA-P01-052

**Older workers' employability: issues for sociotechnical enabling environments**

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**Content: Purpose:** Older workers' employability is considered as a major issue in France. In fact, ageing population leads workers to work longer than before the 2000's. At the same time, Information and Communication Technologies have spread rapidly. Studies show that older workers are disadvantaged by technological developments, which leads to an early exit from the labour market. So, it is necessary to understand the conditions that would enable older workers to continue working in these environments mediatized by ICTs. Based on the basic structure of human activity (Engeström, 1987), we hypothesized that intergenerational cooperation and the quality of work (Clot, 2010) are two factors that encourage the development of mediatized activity of older workers with ICTs.

**Design/Methodology:** To test these hypotheses, we elaborated a methodology proceeding by triangulation: semi-structured interview, direct observations and clarifying interview techniques. The aim was to understand the real activity of five ticket inspectors.

**Results:** Results show that older ticket inspectors integrated the technical tool Accelio to their professional practices.

**Limitations:** We should compare these results to those acquired from the study of train dispatchers' activity in the aim to test how much our results could be generalized.

**Research/Practical Implications:** These results imply that work organizations take into account the experience-generated knowledge of older workers to include them in the process design or development of ICTs.

**Originality/Value:** In our opinion, the value of this study can be found in the theoretical model used to understand the mediatized and situated practises of older workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Employability*

SA-P01-049

**Assessing Graduate Perceived Employability: A Socio-Emotional Competencies Approach**

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**Content: Purpose:** Graduate employability has gained attention from researchers, academicians, higher education institutions, employers and policymakers due to remarkable increase in university enrollment subsequently creating intensive competition into the labor market. Larger portion of literature on graduate employability is based on theoretical perspectives and lacks empirical evidences. With the empirical investigation, this study aims to target the students' perspective to illuminate the role of competencies (social and emotional) in perceived employability and career success. This study contributes to the literature in two folds: First, extends the current debate on factors particularly role of competencies in enhancing (perceived) employability and achieving career satisfaction in the dynamic labor market. Second, it provides guideline to individuals and higher education institutes (HEIs) to build and equip essential competencies that are valued and required in the labor market irrespective of disciplines or fields of study.

**Design/Methodology:** 312 competency profiles of Italian graduates collected through 360 degree feedback from 2013-2015 analyzed based on ESCI-U model (emotional and social competency inventory).

**Results:** Preliminary results from regression analysis confirmed hypotheses. Further analysis will be done by structural equation modeling.

**Limitations:** Self-selecting sample and the design is cross-sectional. Data collected from Italy reduces the generalizability.

**Research/Practical Implications:** It provides guideline to individuals and higher education institutes to build and equip essential competencies that are valued and required in the labor market irrespective of disciplines or fields of study.

**Originality/Value:** The role of competencies in employability and career satisfaction from the students' perspective have not been investigated that's prerequisite in the dynamic labor market.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Employability***

SA-P01-002-interactive

#### **Validation of the Career Adapt-Ability (Spanish) in Mexico, its relations to employability and measurement invariance in Spain and Mexico.**

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**Content:** The competitive, uncertain and rapidly changing work environment of the 21<sup>st</sup> century, calls for workers to be adaptable and to cope constantly with occupational traumas. Career adaptability, a psychosocial construct that reflects individual's resources for managing career tasks and challenges, has been postulated to be a key competency for career success in the 21<sup>st</sup> century. Given the psychosocial nature of career adaptability, utilizing a validated instrument is essential. This study examines the psychometric properties of the Career Adapt-Abilities Scale (CAAS) and its relation to employability and perceived employability among Mexican adults (N = 286). Furthermore, with an additional sample of 181 Spanish young people, we examine the invariance of the CAAS-Spanish language in Mexico and Spain. With regards to validity, results demonstrated good to excellent internal consistency ( $.88 \leq \alpha \leq .96$ ) for the CAAS Mexico total and subscale scores. Confirmatory factor analysis supported the multidimensional and hierarchical model of career adaptability resources, as observed in other international studies. Also, correlation results supported the predicted positive association of career adaptability with employability and with perceived employability, thereby contributing additional evidence of validity. Finally, results from measurement invariance tests indicate that the Spanish language scale is equivalent and bias-free between Spain and Mexico, and hence meaningful cross-country/cross-cultural comparisons can be made. Overall, the findings confirm the utility of CAAS (Spanish) in the Mexico context. CAAS (Spanish) can certainly be useful for individuals and practitioners especially when mobility of workers and scholars between the two countries is extensive.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employment relations***

***Employability***

SA-P01-051

**Representatives of Y generation: students and academic staff attitudes toward academic teachers 65 plus**

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**Content:** The paper seeks to obtain answers the following questions:

1. What factors seem to be the most to contribute to building the professionalism of academic staff aged 65 plus?
2. Whether age in the opinion of the representatives of the Generation Y and more experienced academic teachers 65 plus is important in the evaluation of their professionalism?

The study was conducted on a group of undergraduate and postgraduate students and academic staff composed of 476 people (378 represented the generation Y and academic teachers were over 55 years ).

The study used diagnostic survey method and specially developed, verified the plausibility psychometric questionnaire.

The obtained results point to the diversity of perceptions of teachers by representatives of generation Y and more experienced academics and confirm earlier formulated the thesis of the heterogeneity of this generation. The data obtained, however, does not entitle the existence of negative stereotypes of Gen Y teachers to 65 plus but rather point to their presence in the more mature teachers. The main limitation of the results is not enough numerous group of participants representing experienced staff .

Due to the fact that paradoxically people presenting stereotypical, negative assessment of the professionalism of teachers turned out to be their slightly younger colleagues Polish universities should conduct personnel policy, which does not discriminate against teachers 65 plus, and even points to the possibility of creating their value added resulting from their experience and wisdom.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Employability*

SA-P01-047

## **PERCEIVED EMPLOYABILITY IN RELATION TO WORK BEHAVIORS: THE MODERATING ROLE OF HIGH PERFORMANCE WORK SYSTEM**

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**Content: Purpose:** This study aims to probe the moderation of high performance work system (HPWS) of the relationship between perceived employability (PE) and workers' behavior in developing/emerging country. First, in the light of past studies and recent findings, PE is difficult to replicate in economies other than developed. An extended argument is that, not all the capable individuals get the right job in developing countries due to saturated job market. Second, so far literature portrayed that PE could have only positive behavior outcome, we argue that workers with high PE have high power that encourages them to less care of norms and engage in counterproductive behavior (CWB) as a way to protest (e.g. in case of unjust) or they could demand/negotiate for they don't deserve. However, we consider that these CWB by employable individuals are less probable when HPWS exists.

**Design/Methodology:** Dataset of 350 managers and non-managers collected through survey from Pakistan's three major cities to increase the scope and generalizability in developing countries.

**Results:** Preliminary results from regression analysis confirmed hypotheses. Structural equation modeling will do further analysis.

**Limitations:** Self-selecting sample and cross-sectional design.

**Research/Practical Implications:** It gives guidelines to develop new employment policies and/or to modify the existing and provide benefits to organizations – and the community – to the fullest from the positive outcomes of employability.

**Originality/Value:** Asian labor market needs insight in the particular to PE due to rapidly implementation of HPWS.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

FR-P01-035

**Understanding Variations in Job-Crafting Behaviors in Rural & Urban Banking Sector Employees: A Rejoinder to Phenomenon Comprehension**

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**Content:** In an attempt to further our understanding about job crafting behaviors in an Indian scenario, an extension of the phenomenon comprehension study was carried out. The phenomenon comprehension study explored the instances of job crafting behaviors in a limited sample of rural banking employees. Due to an inadvertent, unavoidable, overemphasis on rural banking employees and in the wake of equating the balance, more instances of job crafting were explored in co-operative and other banks in a metropolitan area. This extension study was conducted by taking into consideration more banking sector employees from banking employees working in an urban area (Mumbai metropolitan area) and comparing their job crafting attitudes with the rural ones. For this study, standardized scales endorsing two different approaches to measure job crafting behaviors (viz. Slemp & Vella-Brodrick, 2013; Tims, Bakker & Derks, 2012) is being administered and is being coupled with a focussed group discussion with a limited number of employees. Since, it is also a work in progress, we speculate that there will be certain subtle differences in the attitudes, satisfaction and levels of engagement of urban banking employees. These conjoint studies will help us understand the differences and variations in the manifestation of job crafting behaviors and pave way to execute plans for further research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

FR-P01-037

**POS and intent to quit: The mediating role of engagement and the moderating role of perceived disinterestedness**

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**Content: Purpose:** Employees are able to engage cognitively, emotionally and physically in their work. In this study we examine whether the aforementioned three dimensions of engagement explain the effects of Perceived Organizational Support (POS) on employees' intent to quit. Moreover, we integrate attribution theory into our study and we examine whether Perceived Disinterested Support (PDS) moderates the effects of POS on employee reactions.

**Design/ Methodology:** To explore the above issues we conducted a field study in which 259 employees working in various organizations of the country took part.

**Results:** Our results -based on bootstrap resampling- indicate that emotional and physical engagement mediate the POS-intent to quit relationship. Additionally, PDS moderates (strengthens) the effects of POS on cognitive and physical engagement.

**Limitations:** The cross-sectional nature of our study limits our ability to claim causality.

**Research/practical implications:** Our findings indicate that two dimensions of engagement (emotional and physical) explain the effects of POS on intent to quit. Moreover, our study suggests that the motives attributed to the organizational treatment (PDS) can make employees even more engaged both cognitively and physically to a supportive organization.

**Originality/Value:** Our study is the first to examine the three dimensions of engagement as parallel mediators of the effects of POS on intent to quit, as well as to integrate attribution processes as a boundary condition of the examined effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Engagement***

FR-P01-003-interactive

## **Mitigating stress through engagement: An exploratory study in Psychological Wellbeing Practitioners**

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### **Content: Purpose**

The role of Psychological Wellbeing Practitioners (PWPs) is characterised by high volume of caseloads requiring the management of common mental health difficulties in the general population; which can be experienced as stressful working conditions. The study considers the role of PWPs and investigates the mediating role of Engagement (job and organisational engagement) on the relationship between job characteristics and Effort -Reward Imbalance (ERI).

### **Design/Methodology**

A total of 92 qualified PWPs participated in a longitudinal survey that included the Job content questionnaire by Karazek (Ostry et al, 2001), ERI questionnaire by Siegrist et al. (2004) and the Job and Organisational Engagement questionnaire by Saks (2006).

### **Results**

Results suggested that job characteristics (demand and control) were negatively related to ERI (stress) and positively associated to both job and organisational engagement. However, only organisational engagement partially mediated the relationship between job characteristics and ERI.

### **Limitations**

Further studies are needed and encouraged to support recommendations for the PWP population as well as to understand key resources or social support in managing the effects of job characteristics on stress/ERI.

### **Research/Practical Implications**

The strong role of organisational engagement on ERI and Job characteristics highlights the importance of work as a social experience and of organisational membership in managing stress at work.

### **Originality/Value**

The study expands the limited knowledge on the working conditions of PWPS and the effect it has on their wellbeing. It also highlights the role of ERI as a stress model and the key role of organisational membership in managing workplace stress.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

FR-P01-038

**An Exploration of the Relationship between Psychological Capital, Employee Engagement and Job-Satisfaction.**

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**Content:** To harness the full potential of workforce and increase organizational performance, organizations need to promote positive psychological health. The newly emerging field of Positive Psychology has emphasized the development of Positive Psychological Capital (i.e. Hope, Optimism, Self- Efficacy and Resilience) to increase employee engagement and Job Satisfaction among the employees. It is vital that organizations develop these positive Psychological Capital factors among their employees (Luthans, Avey & Patera,2008). The presence of Psychological factors can lead to increase in employee engagement and also lead to Job-Satisfaction among employees.

The aim of the present study was to study the relationship between Psychological Capital, Employee Engagement and Job Satisfaction, as well as to determine whether Psychological Capital and Employee Engagement hold predictive value for job satisfaction. The study was conducted for call centre employees from the metropolitan area in Mumbai. The measuring instruments included a demographic questionnaire, the Psychological capital questionnaire, the Utrecht Work Engagement Scale and the Job Satisfaction Scale.

The data processing is yet in progress, however it is speculated that there will be a positive relationship between Psychological Capital and Employee Engagement and Psychological Capital and Job Satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Engagement*

FR-P01-036

**Work Engagement and its Antecedents and Consequences: A Case of Lecturers Teaching Synchronous Distance Education Courses**

I.-S. Chen\*

**Content:** Using the job demands-resources model (JD-R model), we investigated the work engagement of lecturers ( $N = 40$ ) teaching synchronous distance education courses and its antecedents (i.e., job demands/ job resources) and consequences (i.e., lecturers' tendency to continue to teach synchronous distance education courses) over 10 consecutive teaching days ( $N = 40 \times 10 = 400$  occasions). The results of multilevel analysis supported the proposed hypotheses. These findings have important practical implications because they elucidate the potential hindrances and contributors that may affect lecturers' tendency to teach synchronous distance education courses (the next mainstreamed teaching approach, which is cost-free but increases universities' profit) through influencing their work engagement levels.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Engagement***

FR-P01-004-interactive

**JOB CRAFTING COMPONENTS AS PREDICTORS OF WORK ENGAGEMENT AMONG MALAYSIAN TEACHERS**

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**Content:** Purpose

Recently, employees are said to have some liberty to modify and craft their jobs in order to be more engaged in their work. Based on Job Demands-Resources theory, this study hypothesized that components of job crafting, such as increasing structural and social job resources, increasing challenging job demands and decreasing hindering job demands might be able to predict overall work engagement of Malaysian school teachers.

**Methodology**

This study used a quantitative design. Job Crafting Scale and Utrecht Work Engagement Scale were utilized to collect data from 400 secondary school teachers in Malaysia.

**Results**

Multiple regression analysis conducted with SPSS 20.0 has partially supported the hypothesis. Where, increasing structural job resources, increasing challenging job demands and decreasing hindering job demands, respectively significantly predicted overall work engagement; however, increasing social job resources did not.

**Limitations**

It is necessary to test the hypothesis again in order to examine whether there would be different results since this study only collected self-report data at one time.

**Implications**

The results of this study might support educational policymakers in their future move and school management to promote job crafting in order to increase work engagement among school teachers.

**Originality/Value**

This study seemed to inculcate active participation of Malaysian teachers to adjust their own job characteristics along with their personal preferences and abilities to increase their work engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Engagement*

FR-P01-034

**Exploring the relationship between self-determination needs and employee engagement in the South African contract research sector**

M. Heyns\*

**Content: Purpose:** This study explored the relationship between the satisfaction of self-determination needs and employee engagement within selected organisations in the South African contract research sector.

**Design:** A quantitative, cross-sectional approach was used. The convenience sample (n=260) included employees from four different contract research organisations (CROs). Confirmatory factor analysis and calculation of Cronbach's alpha were used for validity and reliability testing. Data were summarised descriptively. Coefficients of correlation and Cohen's d effect size were computed to assess relationships.

**Results:** Employee engagement was found to have a strong positive relationship with the satisfaction of self-determination needs, a moderate positive relationship with perceived managerial support and moderate negatively related to both emotional exhaustion and intention to leave.

**Limitations:** Future research should consider random sampling in order to allow for statistical inference of data to the population, which was not possible within the current design.

**Practical implications:** The study highlights the relationship between needs satisfaction and employee engagement in the workplace. It suggests ways in which talent retention can be promoted and specifically points towards ways in which perceived managerial support can promote employee engagement.

**Contribution/value-add:** The study provides increased knowledge toward efficiency and effectiveness of CRO services by exploring the elements through which employee engagement and satisfaction of self-determination needs impact on the attraction and retention of staff, particularly of male employees, in the contract research sector.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Entrepreneurship/Self employment***

### ***Entrepreneurial personality and entrepreneurial decision making***

FR-P01-005-interactive

#### **Effects of meso- and micro-factors on educational organization staff's intrapreneurship activity**

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**Content:** Development of intrapreneurship is an important factor in improving performance of educational organizations. A key psychological measure of intrapreneurship is the level of their intrapreneurship activity (G. Pinchot, S. Kraus, C. Korunka, H. Frank, M. Bitzer, C. Carrier). However meso- and micro-level factors in school staff's intrapreneurship activity have not been researched in Ukraine.

**Purpose.** Analysis of effects of meso- and micro-level factors on school staff's intrapreneurship activity.

**Design.** The sample included 475 teaching staff from different Ukrainian schools of innovative and traditional types. We used GET TEST, Individual's Innovative Traits Self-Assessment Scale (N. Lebedeva), and L. Karamushka questionnaire.

#### **Results.**

1. The research found that general index of intrapreneurship activity was low in 30.0%, average in 48.2% and high in 21.8% of the respondents.
2. The development of school staff's intrapreneurship activity was affected by the following meso-level factors: number of employees in the organization ( $r=-0.108$ ;  $p<0.05$ ) and the type of school ( $r=0.158$ ;  $p<0.01$ ).
3. The development of school staff's intrapreneurship activity was influenced by the following micro-level factors: the respondent's rank ( $r=0.112$ ;  $p<0.05$ ), the respondent's length of work in current position ( $r=-0.132$ ;  $p<0.05$ ) and the respondent's age ( $r=-0.108$ ;  $p<0.05$ ).

**Limitations.** The obtained findings are applicable to schools only and can't be spread over to universities.

**Practical implications.** These findings can be used in promoting school teaching staff's intrapreneurship activity.

**Originality.** This research is the first investigation on psychological bases of intrapreneurship in Ukrainian schools and its results are being presented at a European congress for the first time.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***

***Entrepreneurial personality and entrepreneurial decision making***

FR-P01-047

**The influence of the organization initiator's vision upon organizational culture. The dark side of entrepreneurship.**

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<sup>1</sup>Organizational Psychology, Institute of Applied Psychology, Kharkov, Ukraine

**Content:** Problem: Initiator creates vision of organization, specifies certain meanings and senses for its survival, he patronizes and corrects them during the company life cycle. Inadequacy, unsocialized character of vision create global problems for the company. These problems can be changed only by initiator himself or by objective circumstances. We studied initiator's vision in relation to organization, their influence upon organizational culture and behavior. Method: Since the vision is abstract and unstructured, we used methods that allowed to explicate and structure it. We used the methods of metaphorical description of organization, methods of open-ended judgments and methods of meaning reconstruction. In its turn, organizational culture is constituted through organizational discourse in which company members fix the senses and meanings. That is why we chose the method of discourse-analysis to study organizational culture. Results and discussion: Initiator's vision influences the culture through psychic system of the representation of the organization's resource model "resource-processing-product", in particular, it influences the choice of what should be considered valuable in clients, product, in the mode of production and interaction with market. This representation is set by initiator and then is reduced and transformed by company members. Besides, the initiator's vision specifies the attitude towards uncertainty and sense-making: agency, productivity and orientation towards feedback or, for example, the avoidance of uncertainty that determines the company congruency with external environment, its changeability. As a result, we identified the typology of influence of the vision upon culture, offered the methods of intervention that have been tested in practice.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Entrepreneurship/Self employment**

**Entrepreneurial personality and entrepreneurial decision making**

FR-P01-006-interactive

**Ideologisation and bias of entrepreneurial visions in organizations**

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<sup>1</sup>Institute of Applied Psychology "Humanitarian center", Kharkov, Ukraine

**Content: Problem setting**

Organizations exist in process of making, interpreting, transferring the meaning. Initiator's/owner's original concept is repeatedly biased. Personnel create discourse/linguistic ideology which biases/favors concept implementation. That's why we decided to analyze top-managers' stylistic peculiarities in reinterpreting/biasing of initiator's concept.

**Method:** method of hierarchical self-description, discourse-analysis.

**Results:** We discovered that sensemaking is represented by 3 hierarchical stylistic ways of concept biasing and reinterpreting:

*Procedural style*, aimed at preserving status-quo and manager's positions: personnel must observe discipline, not to violate instructions; management is reduced to instructions, subordination, formal observing of rules.

*Personal-authoritarian style*, aimed at manager's self-affirmation and authority. Managing is conformity with orders, manager is the main guarantor, authority and lawmaker. Personnel is obedient, loyal, "army" is prevailing construct.

*Caring style*, aimed at affiliation and acceptance, basic rules are implicit arrangements that provide mutual understanding, manager is consultant, justice of peace, conducts negotiations with personnel. Personnel avoid conflicts, seek for solutions of conflicts and negotiate. "Arrangements" is prevailing construct.

In crisis situation managers' sensemaking isn't normative, non-standard, individual, reduces morphology, biases the meaning and consequently – the initiator's concept.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Entrepreneurship/Self employment***

### ***Entrepreneurial personality and entrepreneurial decision making***

FR-P01-040

#### **Personality features and economic behavior strategies of entrepreneurs during the economic crisis.**

N. Antonova <sup>1,\*</sup>

<sup>1</sup>Psychology, National Research University "Higher School of Economics", Moscow, Russian Federation

#### **Content: Purpose**

The purpose of investigation is to study the relationship between personality features of entrepreneurs and strategies of their economic behavior during the economic crisis.

#### **Design/Methodology**

The sample included 45 entrepreneurs aged 22-65. The investigation included two stages: 1) pilot study, which was aimed to allocate the strategies of economic behavior and to draft a questionnaire for their research; 2) basic research, using the following methods: a) personality questionnaires (Keirsey questionnaire; the risk appetite questionnaire by Shmelev); b) the questionnaire of economic behavior strategies which was elaborated during the pilot study.

#### **Results**

1) The three strategies of economic behavior of entrepreneurs during the economic crisis period were found: functional, competitive, and corporate.

2) Three groups of entrepreneurs were defined:

a) "Tactical analysts" (type of the ISTP, a low risk appetite); they choose the functional strategy.

b) "Attentive to detail introverts» (ISTJ type of high risk appetite); they choose competitive strategy, searching for a new niche.

c) "Risk-averse extroverts» (ESTP type of high risk appetite): they are characterized by the behavior of corporate strategy: they tend to invest in new projects.

#### **Limitations**

These results were obtained on a sample of Russian entrepreneurs in the economic crisis and may be different on a sample of entrepreneurs from other cultures.

#### **Research/Practical Implications**

The results can be used in counseling and coaching of entrepreneurs.

#### **Originality/Value**

The study is the first to systematically analyze the strategies of economic behavior of entrepreneurs during the economic crisis, as well as the relationship between personality characteristics of entrepreneurs and the strategies of their economic behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Entrepreneurship/Self employment***

### ***Entrepreneurial personality and entrepreneurial decision making***

FR-P01-039

#### **Helping aspiring entrepreneurs: personality, entrepreneurial orientation, organisational characteristics and entrepreneurial intent**

J. Hackston <sup>1,\*</sup>

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#### **Content: Purpose**

Previous research shows individuals vary in their entrepreneurial orientation (as measured on five dimensions) and also that organisations may be more or less conducive to entrepreneurial behaviour. Understanding how these factors relate to personality will allow counsellors, coaches and other practitioners to offer advice to those who wish to start their own business or otherwise act in an entrepreneurial way.

#### **Design/Methodology**

Individuals who already knew their personality type (as measured by the MBTI assessment) completed an online questionnaire covering entrepreneurial orientation, organisational characteristics, and intention to set up their own business. Data collection is ongoing but an international sample of at least 500 is expected.

#### **Results**

Preliminary analysis shows a relationship, as predicted, between the MBTI dimensions of Sensing-Intuition and Judging-Perceiving and entrepreneurial orientation; Sensing-Intuition and entrepreneurial orientation also relate to ownership of, and intention to start, one's own business. Individuals in more entrepreneurial organisations were more likely to have an Intuitive preference and higher levels of entrepreneurial orientation.

#### **Limitations**

The study is correlational and based on self-report. Data on organisational financial success is being collected but is currently based on a small sub-sample.

#### **Research/Practical Implications**

The results will be used to produce practical guidelines to help coaches and counsellors work with aspiring entrepreneurs.

#### **Originality/Value**

This is the first study to examine the four-way relationship between personality type, entrepreneurial orientation, organisational character and intention to become an entrepreneur.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Ethics and Sustainability***

### ***Environmental preservation and protection***

SA-P01-005-interactive

#### **Sustainable Mobility at the university – The climate-goal-related contribution of targeted education in form of a new-found „climate driving licence“**

C. Kumbruck\*, R. Böcher<sup>1</sup>, A. Piwovar<sup>1</sup>

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**Content: Purpose:** Organisations, including universities, have to contribute their share on CO<sub>2</sub>-reduction. Focussing on mobility behaviour, young people represent an important target group since car use has not been established yet. An empirically supported teaching module is introduced, providing impulses aiming at habituating a climate-friendly mobility behaviour. Having accomplished the module, a “climate driving licence” is assigned as a certificate.

**Design / Methodology:** 25 students are passing through theoretical and practical units that refer to components known from the Theory of Planned Behaviour (TPB). The mobility behaviour itself as well as the individual reflections on it are evaluated, therefore using mobility-diaries. Furthermore, the mobility behaviour at the whole university is investigated by the means of a questionnaire (N=1356).

**Results:** The impulses given affect mobility behaviour and increasingly inspire the abandonment of private car use. The shift to actual behavioural change has been made. Except the group of those commuting more than 30 km from home to university do not switch due to unattractive mobility alternatives.

**Limitations:** It remains to be tested how much our results generalize to other groups.

**Research / Practical implications:** The approach of the “climate driving licence” can be applied in occupational and academic education as well as in job-related trainings.

**Originality / Value:** TPB, with regard to the voluntary car use reduction, has been proven valid by field research. It is now being converted into a systematic learning process. Educational institutions can be given an instrument at hand to contribute their share on CO<sub>2</sub>-reduction.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Ethics and Sustainability**

### **Environmental preservation and protection**

SA-P01-006-interactive

#### **Exploring the structure of employee green behaviors: Distinguishing positive and negative environmental actions**

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<sup>1</sup>University of Minnesota, Minneapolis, <sup>2</sup>Baruch College, CUNY, New York, <sup>3</sup>KornFerry, Minneapolis, United States

#### **Content: Purpose**

We examined the structure of employee green behaviors (i.e., workplace behaviors that contribute to/detract from environmental sustainability). Understanding how diverse environmental behaviors are related has implications for theory and practical interventions to promote sustainability. A key question is the relationship between environmentally-beneficial and environmentally-harmful behaviors. Most researchers regard these domains as opposite ends of a continuum. However, research on counterproductive and organizational citizenship behaviors suggests that they may reflect distinct dimensions. If positive and negative employee green behaviors are weakly related, they likely have divergent patterns of underlying motives and situational antecedents.

#### **Design/Methodology**

Employees ( $N=643$ ) reported their performance of 85 (66 positive, 19 negative) employee green behaviors sampling each behavioral-category of Ones and Dilchert's (2012) taxonomy. We compared alternative latent factor structures using item response theory.

#### **Results**

Results showed strong general factors for both positive and negative green behaviors, as well as specific facets within each domain. Overall positive and negative green behaviors were weakly related ( $r_c=-.11$ ). Relations among positive and negative facets varied widely ( $r_c$  ranged  $-.52$  to  $+.37$ ), suggesting complex relations among these domains.

#### **Limitations**

While the scale comprehensively sampled the behavioral domain, the number of negative behaviors was limited. Future studies should further examine the structure of negative green behaviors.

#### **Implications**

Positive and negative employee green behaviors are distinct domains. Organizations should address their distinct antecedents when managing employee environmental performance.

#### **Originality/Value**

This study comprehensively assesses the structure of employee green behaviors and provides guidance for validly assessing the important domain of employee environmental performance.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Ethics and Sustainability***

### ***Environmental preservation and protection***

SA-P01-007-interactive

#### **Facet- and Factor-Level Relationships Between Personality and Multidimensional Green Work Behaviors**

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#### **Content: Purpose**

As organizations increasingly prioritize environmentally friendly practices, the role of employees in reducing organizations' adverse environmental impact has become clear (Ones & Dilchert, 2012). In this study, we investigate the operational validity of personality – assessed at multiple levels of bandwidth using two different tools – in predicting green work behaviors, including both environmentally constructive and destructive behaviors.

#### **Design/Methodology**

We administered the Big Five Aspect Scale (DeYoung et al., 2007), the Korn Ferry Personality Inventory, and Wiernik and colleagues' (2016) multidimensional measure of green work behaviors to employees in the United States ( $N=381$ ). In addition to correlational analyses, we conducted structural equation modeling to determine the bifactor effect of personality.

#### **Results**

Each of the Big Five dimensions was moderately related to green work behaviors (observed  $r$ s ranged from .22 to .26). Openness exhibited the highest operational validity of the dimension-level predictors, while the industriousness aspect of conscientiousness proved the best predictor overall ( $r = .31, .24, -.28$  for overall green work behaviors, environmentally constructive, and environmentally destructive behaviors, respectively). Several narrower traits also demonstrated substantial utility, including optimism, situational self-awareness, and influence.

#### **Limitations**

The cross-sectional nature of this data collection limits our ability to infer causality.

#### **Implications**

These results demonstrate which personality predictors exhibit optimal operational validity for various forms of green work behaviors as well as illustrate the usefulness of a mixed-bandwidth, IRT-based approach to assessment of both predictor and criterion.

#### **Originality/Value**

This study examines the relationships between dimension- and facet-level personality and multidimensional green behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Ethics and Sustainability***

### ***Environmental preservation and protection***

SA-P01-004-interactive

#### **Developing environmental sustainability in organisations: towards a definition of the “green organizational culture” concept.**

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**Content:** Sustainability has become an unavoidable challenge faced by organisations. Companies are expected and compelled to be responsible for the environmental consequences of their operations (Eccles, Perkins and Serafeim, 2012; Van Velsor, 2009). In this context, it is common to hear that environmental sustainability (ES) should be included in the values, everyday practices and in the “core of the organization”, as a way of fostering green culture changes in organisations (Linnenluecke and Griffiths, 2010; Bertels, Papania and Papania, 2010). However, what “green organizational culture” means and how it should be promoted it is still unclear (Harris and Crane, 2002).

The present contribution tries to shed light on the concept of “green organizational culture”, as it is conceived by organisations interested in green issues.

A qualitative approach has been adopted using Grounded Theory methodology (Glaser & Strauss, 1967). 34 semi-structured interviews were conducted with CEOs, HR, environmental, operation and marketing managers of a sample of logistic companies (n=15).

The results highlight 4 dimensions of “culture greening”: 1) an “inclusion” dimension (of the ecological values); 2) an “efficiency” dimension (attention to KPIs, impacts assessment, control..); 4) a “human capital” dimension (development of awareness, commitment, proactivity..); 5) and a “promotion” dimension (through the consideration of different stakeholders along the supply chain).

Despite the specificity of the sample involved, this work contributes to the existing sustainability literature by clarifying the concept of “green organizational culture”. Practical implications regard the possibility of providing companies with best practices, and to develop an assessment tool of the 4 identified dimensions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Technology, work-design and human-machine-systems**

### **Environmental stressors at work**

SA-P01-003-interactive

#### **Successful working wherever you are? Effects of the environment on work and cognitive performance**

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#### **Content: Purpose**

*Ubiquitous Working (UW)* describes the relocation from working in a traditional office on company premises to flexible working in environments that were never originally conceptualized for working (e.g., parks). But does a professional work as effectively in a park as in the office? Research indicates that the environment has the potential to influence work performance. If performance changes depending on the environment, it should be reconsidered whether *UW* is useful at all.

#### **Design/Methodology**

We used a between-subject designed experiment with two distinct virtual 3D environments (*work*: office vs. *non-work*: garden) to investigate performance differences in *attention*, *concentration*, and *decision making*.

#### **Results**

Compared to the non-work context, participants in the work context (1) had marginally faster reaction times in an attentional task (2) were more efficient in completing a concentration test, and (3) made riskier decisions.

#### **Limitations**

Expanded research is needed to give comprehensive insight in to the processes that account for the environmental effects on performance.

#### **Research/Practical Implications**

Results suggest that working in a typical, more traditional work environment enhances cognitive performance and influences decision making. This affects the entire conception and organization of ubiquitous work forms. Ubiquitous workers might intentionally be able to use environmental effects and change their working environment in order to enhance their own performance in environment-fitting tasks.

#### **Originality/Value**

To our knowledge, there is no research comparing cognitive and work performance between traditional *work*-related and *non-work*-related environments. The study is the first to use a virtual 3D setup to investigate environmental effects on performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

SA-P01-058

**Self-perception of ethically dubious practices: a study with Human Resource managers**

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<sup>1</sup>BRU-IUL, <sup>2</sup>BRU-IUL & CIS-IUL, <sup>3</sup>CIS-IUL, ISCTE-IUL, Lisboa, Portugal

**Content:** Currently, most organizations assume corporate social responsibility as an important purpose, and ethical scrutiny in all areas of organizational life is seen as a natural consequence of this option. However, practices and the currently prevailing discourse of Human Resources Management (HRM) seem to ignore those concerns. Emphasis on strategic alignment has led HRM's agents to focus primarily on organizational rationality and control, highlighting the importance of HRM to corporate profitability, preferring thereby to distance themselves from a certain humanistic matrix of HRM's historical origins. The main goal of the present study with HR managers (N=149) was to examine the acceptability of ethically dubious HRM practices, taking into account the existence and the practical salience of ethical infrastructure (e.g., codes of conduct, compliance and ethics programs) and the perception of corporate social responsibility practices in their organizations. The degree of practical salience given to ethical infrastructures predicts the acceptability level of ethically dubious practices, with participants from high salience organizations judging the practices of personal disregard as more acceptable than those of discrimination and power favoring. HRM discrimination practices are also less acceptable to the participants from organizations that are perceived as more responsible in any CSR dimensions (economic, community and internal). Power favoring practices in HRM tend to be less acceptable to those working in organizations considered more socially responsible economically. Practical implications of the overall results for the enhancement of ethicality of HRM practices are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

SA-P01-054

**Social Heroism at Work: Prosocial and Aggressive Whistleblowing**

E. Kinsella\*, M. Maher

**Content:** Whistleblowing is the term given to the action of reporting of illegal, immoral or illegitimate activities in organizations in an attempt to instigate change, without expectation of personal reward (Miceli & Near, 1985). Here we examine the situational and individual difference characteristics that give rise to whistleblowing, as well as presenting preliminary findings from two studies that investigate prosocial and aggressive forms of whistleblowing. The act of whistleblowing may carry risks to an individual's finances, status, and health, and may result in social ostracism (Franco, Blau & Zimbardo, 2011; Glazer & Glazer, 1999; Shepela, Cook, Horlitz, & Worden, 1999). Thus, we also consider whether differing motivations to speak out may positively or negatively influence the subsequent mental health and wellbeing of the whistleblower. Theoretical links between whistleblowing, and other areas of the literature on heroism (e.g., Kinsella, Ritchie, & Igou, 2015, 2016), courageous resistance (Shepela et al., 1999) and moral rebels (Monin, Sawyer & Marquez, 2008) are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

SA-P01-055

**Complexity is the root of all sorts of evil: Dispositional creativity's role in pro-self, prosocial and pro-organizational unethical behavior**

J. Jamison <sup>1,\*</sup>

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**Content:** Creative ideas are often viewed in an almost reverential light for their potential to “deify existence”. However, organizational research is increasingly unearthing a “dark side” of creative ideas that sometimes involves unethical behavior. This presentation reviews literature related to the sources of creative unethical behavior in three types of motivation: pro-self, prosocial and pro-organizational. I argue that this relationship between creativity and unethical behavior is mediated by work complexity, which can both initiate and also obfuscate unethical behavior. By self-selecting into complex work which creative individuals are expected to be naturally adept at handling, creative employees must not only apply creativity to finding novel and useful solutions to problem, but also to manage competing logics and competing interests. In this presentation I examine the motivations for creative individuals to engage in highly complex tasks and the multiple moderators that may carry complex work over to unethical behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Ethics and Sustainability***

### ***Ethical issues in Organizational Psychology***

SA-P01-056

#### **Fun way is the right way: examining the relationship between goal clarity, flow, and ethical blindness**

D. Aleksić\*

#### **Content:** Purpose

To date, scholars have mainly praised and empirically tested the positive aspect of flow experience. The purpose of this paper is not to contradict positive aspects of flow but rather to test the possibility of the negative effect of flow when applied to ethical behavior. Drawing on the goal-setting theory, I first proposed that employees who are faced with clear and specific goals will more likely experience flow. Furthermore, I proposed that flow, stimulated by clear and specific goals, promotes ethical blindness. In addition, I proposed that time pressure moderates the relationship between goal clarity and ethical blindness, mediated by flow.

#### **Design/Methodology**

I tested these hypotheses in a field study among 151 employees.

#### **Results**

Contrary to expectation, I found that flow decreases the likelihood of ethical blindness. In addition, I found that when flow is high, ethical blindness will be low irrespective of the level of time pressure.

#### **Limitations**

The-ethical-blindness scale measures only unintentional unethical behavior. Thus, the relationship between flow and rational unethical behavior remains to be tested.

#### **Research/Practical Implications**

These results provide evidence for positive consequences of flow when applied to ethics. Clear and specific goals promote flow at work, thereby decrease ethical blindness at work, and reduce the negative consequences of time pressure.

#### **Originality/Value**

To the best of my knowledge, this study is the first study that examined the direct influence of goal clarity and time pressure on flow experience at work and the first study that found positive consequences of flow when applied to ethics.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

SA-P01-057

**Moralizing Disgust and Religious Traditions: An Empirical Exploration**

C. H. Warner\*

**Content: Purpose**

The present study examines the ethical decision making of members of religious traditions that differ in their normative beliefs. Specifically, it tests whether members of alcohol and tobacco proscribing traditions exhibit a greater affective disgust response to images of those substances than non-proscribing traditions. These hypotheses were based on moral foundations theory, social reference theory, moralization theory and Reynolds's neuro-cognitive model of ethical decision making.

**Design/Methodology**

45 participants from both proscribing and non-proscribing religious traditions were subject to the Affect Misattribution Procedure to test their affective responses to alcohol, tobacco, and innocuous (control) items in a 3x2 design. Differences in levels of negative affect were compared between groups as well as between proscribed versus innocuous substances within groups.

**Result**

Differences in negative evaluation between images of proscribed and innocuous items were significant among all participants although more so among the proscribing traditions. Unexpectedly, the difference in negative evaluation of proscribed substances between groups was not significant.

**Limitations**

Causality is indeterminate. Individuals who dislike drinking or smoking may be attracted to religious communities.

**Research/Practical Implications**

The higher levels of negative affect for proscribed versus control images suggest that normative communities may encourage durable and consistent behavior patterns among their members. Further studies including non-religious participants and larger sample sizes are recommended.

**Originality/Value**

Interaction between normative ethics and behavioral ethics could help generate research ideas that would help us to better understand how ethical norms are learned in communities, and specifically what role moral emotions play in this process.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

SA-P01-059

**Examining the behavioral effects of ethical climate. The role of organizational identification and moral disengagement.**

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**Content:** Purpose. Consistently with Martin et al. (2014), we examined several moderated mediation models where the effects of 7 dimensions of ethical climate on organizational citizenship behaviors (OCB) and counterproductive work behaviors (CWB) were mediated by moral disengagement as well as moderated by organizational identification.

Methodology. We carried out a survey involving 385 Italian employees via a self-report questionnaire.

Results. The effects of self-interest, efficiency, company rules and laws dimensions on OCB and CWB were significantly moderated by organizational identification and mediated by moral disengagement, as well as relationships between variables were in the hypothesized direction.

Limitations. The cross-sectional design does not allow to infer causal relationships. Objective indicators (e.g., sabotages, unpaid extra-work) were not included as outcome measures and should be considered in future ad hoc studies.

Practical implications. Given the role of ethical climate and organizational identification on moral disengagement, and the effects of this last variable on positive and negative organizational behaviors, more attention should be paid, consistently with Martin et al. (2014), in developing adequate ethical infrastructures, in order to reduce the effects on moral disengagement processes and behaviors.

Originality. Results provided original evidence about the moderating role of organizational identification between ethical climate and moral disengagement. Moreover, the effects on both positive (organizational citizenship-) and negative (counterproductive work-) behaviors were tested. Finally, results partially fill a void, given the scarcity of evidence about this topic from Italy.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Ethics and Sustainability**

**Ethical issues in Organizational Psychology**

SA-P01-053

**Principles of professional ethics in practice – the perceptions of social work employees and supervisors considered**

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<sup>1</sup>University of Tampere, Tampere, Finland

**Content: Purpose**

The study focused on social workers perceptions of the ethical principles in practice and the challenges related to them. Both employees and supervisors perceptions were taken into account and the consistency between them was investigated – a point which has not been widely considered in previous studies.

**Design/methodology**

This qualitative interview study was conducted among social workers in two Finnish cities in 2016. The data included 38 interviews (26 interviews from employees and 12 from supervisors) which were analyzed using data driven content analysis.

**Limitations**

The study focused on one occupational group, which limits the generalization of the findings.

**Results** The participants' descriptions of how ethical principles were manifested in practices were classified into four categories: 1) client-oriented service (the most often discussed topic in general and among employees), 2) negotiation with / advice to clients, 3) justification and openness in decision-making and 4) instructions, planning, and conversations with employees (the most discussed topic among supervisors). One third of the participants described that they were not able to execute their work well enough according to the ethical principles. It was stated that financial and time constraints were the main causes restricting ethical practicing. Supervisors' possibilities in ethical practicing seemed to be more restricted compared to employees.

**Originality/Practical implications:** The study showed that ethical principles emerged, for instance, in client-orientated services. Nevertheless, ethical practicing seemed to be challenging in social work.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Ethics and Sustainability***

***Ethical issues in Organizational Psychology***

SA-P01-008-interactive

**The relationship between organizational ethical climates and attitudes towards organizational misconducts among Japanese salaried workers.**

J. Wang\*

**Content:** Purpose

The purpose of this study is to confirm how salaried workers' attitudes towards organizational misconducts are influenced by workplace moral climates in their companies.

**Design/Methodology**

Participants: 1200 (600 males and 600 females) salaried Japanese workers of 21 to 69 years of age, selected by age group and sex from a pool of registered members of a survey company based in Tokyo.

Measurements: Organizational ethical climate scale (Victor & Cullen, 1988), Person-oriented climate scale (Okamoto & Kamada, 2006), and Misconduct neglecting scale (Yamada, et. al., 2008).

Procedure: organizational frauds in a pharmaceutical company and a meat producing companies were used in the experiment.

Participants were asked to rate their own company's ethical climates on the scales, and then asked to rate their attitudes to 2 misconducts depicted in 2 different scenarios, on 16 items about negative feelings, moral perceptions, and possibility of damage caused by the wrongdoing.

**Results**

Five sub-scales of organizational ethical climates, person-oriented climate, and misconduct neglecting scales were confirmed related to negative feelings, unethical judgement, and social damage judgement about the organizational misconducts.

**Limitations**

It remains to be confirmed how individual factors, such as moral sensibility will interact with situational factors in the response to organizational wrongdoing.

**Research/Practical Implications**

These results imply that organizational ethical climate influences attitudes in different aspects towards wrongdoing occurred in other organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Fairness and applicant reaction***

SA-P01-010-interactive

#### **The “beauty bias” in job selection: Does facially attractive candidates receive more job offers?**

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**Content:** This study aims to test if and how women’ facially attractiveness biases the hiring decisions.

We opted for a within-participant 2x2x2 design (high/moderate attractiveness × high/moderate competence, managerial/non-managerial position in human resources). We formulated the following hypotheses: facially attractive candidates will (1) have higher chances to receive a job offer; (2) be perceived more sociable and suited for the job they applied for, and (3) have a higher chance to receive a managerial position than those less facially attractive. 76 students preparing as human resources professionals read eight resumes and afterwards completed (a) the PANAS scale, (b) a 10-point Likert scale which evaluates candidates’ attributes and (c) a dichotomous hiring decision.

The results revealed that the facially attractive candidate did not have a higher chance to receive a job offer when compared to the less facially attractive candidate no matter the type of job and when the two candidates have the same level of competence. Instead, the facially attractive candidate was perceived as more pleasant and agreeable than the less attractive candidate regardless the type of job and level of competence. Furthermore, in the case of the managerial position, the facially attractive candidate was considered more hireable than the candidate with similar high competences but less facially attractive.

These findings should be considered with caution due to reduced ecological validity.

Our results have both theoretical and practical implications, non-confirming the “beauty bias” in hiring decision made by students preparing as human resources professionals.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Fairness and applicant reaction***

SA-P01-061

**The moderating role of Agreeableness and Neuroticism between Fairness Perceptions in Assessment and Intention to Appeal**

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<sup>1</sup>University of Bucharest, Bucharest, Romania

**Content:** Based on Gilliland's (1993) framework the present study explains the relationship between fairness perceptions in an assessment process and intention to appeal the results, by considering the moderating role of personality. Specifically, two of the Big Five traits, Neuroticism and Agreeableness, were included in the model, having a special importance in predicting "anger-like" reactions similar to that triggered by unfairness.

A total of 172 students volunteered for the research. The study involved the evaluation of perceived fairness after each of five exams taken by the participants over a three-week period.

A significant relation between perceived fairness and intention to appeal was found in all exams. The magnitude of the relationship varied from  $r = -.20$  ( $p < .01$ ) to  $r = -.31$  ( $p < .001$ ).

When considering Neuroticism as a moderator, the interaction proved to be insignificant. Conditional effect analyses show however that low Neuroticism acts as a buffer, but high Neuroticism is not an amplifier.

When considering Agreeableness as a moderator, the interaction proved to be significant for all examinations. The incremental value of the interaction varies from  $\Delta R^2 = .06$ ,  $p < .001$  to  $\Delta R^2 = .11$ ,  $p < .001$ . High Agreeableness acts as a buffer, but low Agreeableness is not an amplifier for these effects.

Fairness as perceived by candidates emerges as an important variable for organizations, with the context predicting more variance than individual differences, in relation with the intention of appealing the assessment process.

Future research should focus on the relationship between intention to appeal and actual behavior of appealing.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Fairness and applicant reaction***

SA-P01-060

**Fairness Perceptions during the Assessment Process: A dynamic model**

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**Content:** The present study tests a dynamic model of examinees perceptions on the fairness of an assessment process.

The majority of finding looking at candidate perceptions of fairness in assessment has so far focused on Gilliland's (1993) model of candidate reactions. Premise of this framework is that the perception of fairness is a function of the formal process characteristics (Contextual Perception). Based on the Perceptual Set Theory, we include in this model perceptions formed prior to the assessment (General Perception), and explore not only their impact on assessment, but the impact of the assessment process on changes in fairness perceptions.

A sample of 144 participants was enlisted in a simulated selection process. They reported Contextual Perceptions: before the testing, after the testing and after the results were communicated. General Perception was reported before and after the testing.

The results points at both variables as good predictors, totaling up to 31% of explained variance in perceived fairness. Relative weights analyses indicate that Contextual contributes more than General Perception (6 %) in explaining fairness. Both, General ( $d = 1.06$ ) and Contextual ( $d = 0.92$ ) perceptions change during the assessment.

The results stress the responsibility of organizations in conducting a just evaluation process, because the context seems to be more significant for the applicants than their original (a priori) perceptions.

Results should be considered with care, because lab studies tend to yield stronger effects than field studies.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Fairness and applicant reaction***

SA-P01-009-interactive

#### **Does task difficulty influence participants' emotions, applicant perceptions and intentions?**

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**Content: Purpose/Contribution:** Personnel selection might often be experienced as stressful by applicants because organizations use procedures that are designed to differentiate even among high performing applicants. Therefore, items are often difficult to solve for most applicants. But even though difficulty and other basic features of selection procedures are viewed as an influencing factor for applicants' reactions (cf. Gilliland, 1993) little knowledge is available about this issue. Therefore, the current investigation examined the effects of task difficulty on test takers' emotions, perceptions, and intentions.

**Design:** In an experiment, student participants ( $N=126$ ) completed a general mental ability test consisting of relatively easy versus difficult matrices. After the test, participants completed questionnaires on their emotions, perceptions, and intentions towards an organization that uses this test.

**Results:** Participants working on the easier test reported more positive and fewer negative emotions. They expressed to be less stressed by the test, found the test fairer and more acceptable. Effects on participants' intentions were mediated via their emotions but there were no direct effects of test difficulty on their intentions.

**Limitations:** The student sample is the major limitation of the laboratory study.

**Implications:** Employers should consider potential effects of test difficulty on applicants' perceptions and reactions. Moreover, they might want to design measures to influence them positively.

**Originality/value:** Although difficulty is a practically relevant test feature, theoretically linked to applicant perceptions and easy to influence, little is known about its effects. The current investigation addresses this gap in our knowledge.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Entrepreneurship/Self employment*

*Family Business*

FR-P01-007-interactive

**Piercing the Corporate Veil: The Limited Liability of Entrepreneurs and the Exceptions in Family Business Corporate Governance**

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**Content:** The principle set out in *Salomon v Salomon & Co* (1897) has formed one of the most elementary rules—corporate personality—in the field of corporate governance, which has strengthened the limited liability of investors. The consequent effect is that promoting companies limited by shares prevails over the world. However, ‘the veil’ hanging between the company and its shareholders may be lifted in some specified circumstances, such as trying to hide behind the veil, the shareholders intend to avoid personal liability owed to the outsiders. The purpose of this paper is to investigate ways of reducing commercial risks of the family investors to a controllable degree. It also aims at proposing effective approaches to protect the creditors of family business, by piercing the corporate veil. This study analyzes the legal effects and the function of corporate veil. It also examines the reasons and appropriate period to pierce the corporate veil in family business. Furthermore, this study covers factors influencing a family entrepreneur’s choice of business behaviors, and the commercial relationships with the stakeholders of family firms, to form one more healthy and positive legal environment for family business organizations as transdisciplinary.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Work-Life Interface***

### ***Family-friendly organizations***

TH-P02-040

## **The Impact of High Performance Work Practices on Employees' Utilization of Work-life Balance Programs**

J. Wang\* and None

### **Content: Purpose**

Many companies have adopted work-life balance programs (WLBP) to help employees balance their work and personal lives. However, simply offering the benefits may not be useful if employees do not actually use them. This study aims to examine what work related factors can encourage employees to use such practices. We hypothesize that employees are more likely to utilize WLBP when their employers adopt job resources building high performance work practices (HPWP), and that employees are less likely to participate when employers implement job demanding HPWP. In addition, the negative effect of job demanding HPWP on the probability of utilizing WLBP is stronger on male employees than female employees.

### **Methodology**

Data are derived from the Britain 2011 Workplace Employment Relations Study (WERS). Hierarchical linear model regressions are run to analyze the multi-level data.

### **Results**

Job resources building HPWP are positively related to the utilization of WLBP and job demanding HPWP are negatively related to it. Gender moderates the negative effect of job demanding HPWP on the utilization of WLBP.

### **Limitations**

We focus on gender as the only moderator. Future research could explore other factors that may work with HPWP to impact the likelihood of employees' utilization of WLBP.

### **Research/Practical Implications**

These results imply that employers can adopt more job resources HRM practices if they want to achieve the objects of adopting WLBP.

### **Originality/Value**

The study is the first to analyze HPWP from the perspective of job demanding and job resource and link it to the utilization of work-life balance programs.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Family-friendly organizations**

TH-P02-039

**The bright and dark side of work-home culture and work-family interaction: Effects on employee well-being.**

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**Content: Purpose:** This study examined to what extent the work-home culture of an organization (i.e. a supportive and hindrance work-home culture) and job demands (i.e. workload and emotional demands) have an impact on burnout and work engagement. Furthermore, based on the job demands-resources model, this study investigated to what extent work-home interference and work-home enrichment mediate these relationships.

**Design/methodology:** Employees of a pharmaceutical company (N=199) indicated their perceived work-home culture, work-home conflict, work-home enrichment, job demands, work engagement and burnout in a questionnaire.

**Results:** Hierarchical regression analyses provide evidence for the (partial) mediating role of work-home interference in the relationship between supportive work-home culture and feelings of burnout. In contrast to a hindrance work-home culture, a supportive culture leads to higher levels of work engagement. In addition, results showed that work-home enrichment did not act as a mediator in the relationship between a work-home culture and work engagement.

**Limitations:** The main limitations are the use of single sector data and a cross-sectional design.

**Implications:** Our research shows that investing in a supportive work-home culture contributes to the work engagement of employees while it also prevents employees from burnout feelings.

**Originality/value:** Work-family research has typically focused on conflicts between work and family. However, work and family roles may have beneficial effects on one another, leading to work-home enrichment and work engagement. We examined these positive and negative paths simultaneously and incorporated important antecedents of both linkages by examining the effect of work-home culture and job demands.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Field and Experimental Research**

SA-P01-062

**Organising students' independent work on the completion of tasks**

N. Koryagina\*

**Content:** The article analyses the problem of self-organisation of students' independent work. The approaches to the study of self-organisation in Russian and foreign science, as well as the factors of its formation and the link between self-organisation and academic achievement, are examined. Various definitions are provided, related concepts of self-regulation and self-efficiency are described.

The most relevant for this type of research may be the integral approach which considers self-organisation and its personal features as a process with a definite structure. The most developed is A.Ishkov's holographic model which includes 5 functional components (goal-setting, situational analysis, planning, self-control, correction) and 1 personal component (will). Each component is a subprocess which replicates the structure and the sequence of a bigger plan. In particular, Ishkov established that high and low achievers have different self-organisation profiles. It was also found out that self-organisation skills formation depends on personal features and motivation and the environment, for example, when students work with each other and with the teacher.

A qualitative illustration of self-organisation of students preferring either individual or group work is provided. In the study the link between the preferred way of study and self-organisation is established. Thus, the students who prefer individual study are different to those who enjoy group study in terms of goal-setting. The profiles of students with different preferences in flexible task completion vary in the degree and quality of integration of self-organisation components.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Research methodology*

*Field and Experimental Research*

SA-P01-063

**LifeScope Methodology: Studying Mobile Multi-Locational Work in Context**

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**Content:** There are three main challenges to study knowledge work empirically. First, individual mental processes and fluency experiences are hard directly to observe. Second, work is more and more digitalized, and professionals use sophisticated virtual technologies to get to know and communicate with their distant colleagues, for example using social media platforms. Third, enhanced by technologies knowledge work is done flexibly at various places (at workplace, at home, at summer house, in transition, and at customers' sites) creating changing contexts for working. In order to understand this complexity, empirical data in this study is collected by using an integrated set of various methods called 'LifeScope methodology'. By using this methodology, it is may be possible to achieve deeper understanding than before concerning the demands of knowledge work in different contexts, its processes and outcomes. In addition, it may be possible also to identify those critical fluency enabling factors that can be used as triggers ('Shikake') for self-initiated behavioral change.

The research approach is case-based using abductive reasoning. Cases consist of various professional groups in real-life context from collaborating organizations. The research process proceeds iteratively by starting to collect data on individual level then moving to group level. This is done to test the functionality of the data collection devices and applications. To answer **RQ1** about the most critical factors in knowledge workers' tasks and contexts, four different professional groups are studied. The expected number of subjects is 40-50; 10 persons/a case. **RQ2 about the proper combination of data collection tools that enable measuring job demands, individual behavior and related experiences** in the dynamically changing contexts is studied iteratively case by case by building and testing the LifeScope methodology platform. The methodology uses sensors in and through mobile devices and wearable sensors for both subjective and objective personal data collection. **RQ3 about the critical factors and 'Shikakes' enabling or triggering self-initiated behavioral change among knowledge workers** is studied by observing and retrospectively interviewing individual knowledge workers about their expectations of feedback and information proving benefits and use experiences. Experimentation and developing triggers to support behavioral change in everyday activities.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Flexible work hours***

SA-P01-066

## **Exploring the mediating role of work schedule control on the relationship between recovery experiences and flow at work**

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### **Content: Purpose**

A balance between work and non-work domains is today considered essential for improved performance, well-being and health with recovery from work influencing the experiences of flow at work. The flexibility of working time may constrain the opportunities for recovery and as a consequence the experiences of flow at work. This paper addresses the mediating role of control over the work schedule in the relationship between workers' experiences of recovery and work flow.

### **Design/Methodology**

518 participants completed the Recovery Experience Questionnaire by Sonnentag and Fritz (2007) and the Wolf by Bakker (2008). Work schedule control was evaluated with the unidimensional approach (Beutell, 2010), the flexible time options (Tausig & Fenwick, 2001), introducing changes to work schedules (Swanberg et al., 2011), workers' satisfaction (Rothausen, 1994) and flexible working time arrangements (Costa et al., 2006).

### **Results**

Structural equation modelling was used to analyse the relationship between recovery experiences and flow at work and the mediating effects of work schedule control.

### **Limitations**

The distinct approaches to work schedule control need to be complemented by informal practices (e.g., changing shifts with co-workers) to further understand its significance.

### **Research/Practical Implications**

The relevance of involving workers in the establishment of their work schedule enhances the positive effects of recovery from work leading to better experiences of flow at work, thus contributing to employees' motivation and commitment.

### **Originality/Value**

The paper expands the existing knowledge on the effects of flexible working time and emphasizes the importance of work schedule control for employees' effectiveness, work performance and engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employment relations***

### ***Flexible work hours***

SA-P01-065

#### **Two in one?! Job dissatisfaction of multiple jobbers as a matter of information access**

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**Content: Purpose** Since the last decades, the working context has changed a lot implying positive as well as negative consequences for the workforce. Rising demands on flexibility lead to the necessity to coordinate personal and professional life. Therefore, it is important that the incumbents are in possession of all necessary information. Moreover, atypical forms of employment have substantially increased in the labor market; one such form is holding more than one job. While the motives might differ from needing an additional income to broadening job opportunities, practicing several jobs requires coordination and thus, being informed. We expect the paucity of information to be positively related to job (facets) dissatisfaction, whereas this effect should be stronger for multiple as compared to single jobbers.

**Design/Methodology** Data refer to the BiBB/BAuA-Employment-Survey. We analyzed data of 17,782 German employees; including 1,084 multiple jobbers (59% female). Job dissatisfaction was measured via a global single-item measure and via employees' satisfaction with various facets of their work. Paucity of information was measured by two Items referring to the frequency of lacked information.

**Results** Multiple regression analyses confirmed our hypotheses.

**Limitations** The BiBB/BAuA-Employment-Survey is a cross-sectional study and in that allows for many alternative explanations of the observed effects. Moreover, variables were only studied for the self-prescribed "main-job".

**Research/Practical Implications** In line with our results, providing all necessary information enables incumbents to stay satisfied; especially when they hold multiple jobs.

**Originality/Value** This is the first study examining the paucity of information within the scope of holding multiple jobs.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Flexible work hours*

SA-P01-064

**Homeworking: Having a Closer Look on the Spillover between Work and Nonwork Domain**

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**Content:** Homeworking: Having a Closer Look on the Spillover between Work and Nonwork Domain

**Purpose:** Homeworking is said to enhance employees' commitments in non-work domains (Bergum, 2007). However, research to date, has revealed inconclusive results concerning the effects homeworking has on employees' involvement in areas beyond work (e.g., Wilhelmson & Thurn, 2015). In this research, drawing from boundary management theory (Kreiner, Hollensbe, & Sheep, 2009), we explore the role of perceived manager supportiveness and employees' well-being to understand how and why the effects of teleworking unfold in employees' non-work domain.

**Methodology:** We used matched employer-employee data from the British Workplace Employment Relations Study (WERS, 2011) to test our multi-level model (19.142 employees, 1.012 workplaces).

**Results:** The use of homeworking was negatively associated with employees' well-being ( $y = -0.20$ ,  $p < .01$ ) which, in turn, was positively associated with commitment in the non-work domain ( $y = 0.32$ ,  $p < .01$ ). Moreover, the negative association between homeworking and employees' well-being weakened in workplaces where perceived manager supportiveness was higher (v.s. Lower;  $y = -0.05$ ,  $p < .05$ ). Overall, our proposed model was supported.

**Originality/Value:** This study contributes to (a) our theoretical understanding of why homeworking impairs employees' commitment in non-work domains and by b) exploring the role of perceived manager supportiveness, which highlights the importance of the nature of social interactions homeworker has with his or her manager.

**Limitation:** The use of a cross-sectional design is a primary limitation of this study.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***

***Founding success and business success***

FR-P01-044

**Entrepreneurial Venture Success - A qualitative study of technology startups in India**

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**Content:** The globalisation of entrepreneurship has brought new interest and inquiries from thousands of actors new to the dynamics of the world's entrepreneurship ecosystem. As they attempt to leverage the power of new firm formation to create jobs and advance innovation, they need sophisticated research and analysis to help them efficiently direct their attention and funds to areas that will have the greatest impact. Present research is an attempt to assist in the same by providing in depth analysis of various psychological and sociocultural factors that impact growth of new technology firms. Semi structured interviews centred around the themes of perception of success factors, motivation factors and challenges were conducted on an Indian sample of twenty two tech entrepreneurs (Male =18, Female = 3) with age range between 25-47 years (M = 30.54, SD = 6.36) and twenty employees (Male = 16, Female = 4) with age range between 23-32 years (M = 27.25, SD = 2.53). Thematic analysis revealed that Team (quick execution & performance) was perceived as most important factor of venture success by entrepreneurs, followed by Business Model, Entrepreneur's vision, Financial Capital etc. Human capital and social capital of the entrepreneur, organisational culture, employee engagement, investor-founder relationship and environmental support also emerged as significant themes. A significant difference in the number of male and female entrepreneurs in the technology sector was also observed. Challenges associated with women entrepreneurship were also explored in the study. The detailed result will be presented in the conference.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Teams and workgroups*  
*Group and team processes*

FR-P02-065

**The influence of perceived organizational support on employees' attitudes and behaviors: The role of coworkers' perceptions and employees' voice**

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**Content: Purpose.** Perceived organizational support (POS) is defined as employees' perceptions of the extent to which their organization cares about their well-being and values their contributions. So far, most research on POS has neglected an important source of information in the formation of POS, i.e. the social environment. In this research, we examine whether coworkers' opinions about and perceptions of organizational support influence employees' POS, with consequences in terms of job satisfaction and OCB. However, we also argue that social information ceases to have an effect when employees directly experience voice in the workplace. **Design/Methodology.** 195 employees pertaining to 35 different work groups participated in our survey. For each respondent, a mean score of coworkers' POS based on the POS reported by his/her coworkers was calculated. Respondents' supervisors evaluated their OCB.

**Results.** Results of the bootstrap analyses indicate that employees rely on the POS of their coworkers to establish their own POS with consequences for their job satisfaction and finally their OCB, but only when they do not have voice.

**Limitations.** Our design does not permit us to adopt a dynamic approach of the examination of social influences in the development of employees' POS.

**Practical implications.** Having a general supportive policy within the organization would have multiplicative effects that are of interest for organizations, especially in contexts where employees do not have a say.

**Originality/Value.** These findings show that under certain conditions POS develops based on a socially constructed process and not only on an individual-level psychological process.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

FR-P02-017-interactive

**To Trust or not to trust? A contribution to the Italian validation of the Trust in teams scale.**

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**Content: Purpose:** Trust in teams is a 21-item multidimensional questionnaire to assess trust within teams, published by Costa and Anderson in 2011. Trust is conceptualized as a latent factor resulting from 4 distinct but related indicators: propensity to trust and perceived trustworthiness as reflective indicators, cooperative and monitoring behaviours as behavioural indicators. The instrument was tested with employees working in the Dutch economic context and results suggest that trust is positively related with perceived task performance, team satisfaction, and relationship commitment, and negatively related with stress. At the moment, there's no validation of the scale in the Italian context; the present paper describes a first effort to develop an Italian version.

**Design/Methodology:** two samples were used to test factor structure, internal homogeneity, construct validity, intra-team agreement and discriminant power across teams; also, we tested if the trust in teams scale is correlated to team processes (shared leadership and team identification) and team outputs (team performance, team satisfaction and organizational commitment).

In Study 1 a sample of post-graduate students (N = 123, % 68 females; 29 teams) was used to test the original four-factor model of the trust in team scale using an Exploratory Factor Analysis. Study 2 included responses from 28 teams (N = 101 entrepreneurs and top-managers, 21% females) from different interfirm collaborations and a Confirmatory Factor Analysis was used.

**Results:** the results attested a four-factor structure with good internal homogeneity and consensual power of agreement within teams; trust is positively related with team processes and outputs.

**Limitations:** teams of students and entrepreneurs were involved in different types of tasks and both the samples are different from the original samples used by Costa and Anderson.

**Originality/Value.** This is a first study aiming to validate the trust in teams scale in the Italian versions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

FR-P02-075

**Quality and Quantity of Reflection and Performance in Teams Across Time**

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**Content: Purpose**

Team reflection research to date has mainly investigated the relationships of quantity of reflection with performance, while ignoring quality of reflection as well as their interaction. Moreover, temporal considerations of the process of team reflection that unfolds over time were rarely considered. In this study, we argued and examined that quality vs. quantity of team reflection will be more or less important to performance at different times or stages of team development.

**Design/Methodology**

In a four-wave longitudinal study, 60 student teams (3 - 6 members) performed a professional business simulation game among four weeks (with each week representing one business year). The task was to manage a company and make complex decisions in relevant business operations in order to maximize team's profits. Quality and quantity of team reflection were repeatedly measured after each business year.

**Results**

A cross-lagged panel structural equation model revealed that quality of reflection was positively related to performance during initial stages, whereas quantity of reflection became more important during late stages.

**Limitations**

Because data were collected in student teams which performed a simulation task, findings may not generalize to organizational teams.

**Research/Practical Implications**

Results implicate that it is not only important to consider quality and quantity of reflection, but also temporal issues that reflect team's development.

**Originality/Value**

So far, team reflection research has hardly examined how quantitative vs. qualitative aspects of reflection and performance are related and change over time. This study is the first one looking into the distinct effects of quality and quantity across time.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

FR-P02-015-interactive

**Bend it like Beckham: The influence of star performers on non-star performers**

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**Content: Purpose:** Hiring and recruiting star employees on work teams is a common organizational strategy, but it may have negative effects to non-star team members' performance. Building on pay inequity and social comparison theories, we examine the effects over time of the "designated player rule" in Major League Soccer (MLS) teams, where teams were allowed to introduce one star player whose salary exceeded the salary cap. We hypothesize introducing star players will have negative effects on individual performance for other team members.

**Design/Methodology:** We collected individual performance data (goals, assists and shots-on-goals) for players on nine soccer teams in the MLS league from 2004-2010 ( $N = 1126$ ) and coded for whether these players were on teams who had used the "designated player rule."

**Results:** Using multilevel modeling, we modeled for discontinuous change in player performance across time. Players on teams that adopted the "designated player rule" experienced a greater, significant decline in their performance than players on teams that did not adopt a "designated player."

**Limitations:**

Our sample consisted of sports sample; replication in work team contexts is needed to justify generalizations from our results.

**Research/Practical Implications:**

These results suggest that introducing star performers on teams may exert a negative effect on non-star employees' performance.

**Originality/ Value**

This remains one of the few longitudinal, quasi-experimental field studies with objective measures of status change and performance on the long-term impact of star performers on team members' overall performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Group and team processes*

FR-P02-016-interactive

**Demotivate your coworkers? Exploring the Dark Side of Employee I-Deals**

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**Content:** Employee idiosyncratic deals (i-deals) refer to the negotiated favorable employment terms such as flexible work place/time agreed by the focal employee and his/her organization. With the fast development in organization's strategies of attracting and retaining talents, providing desirable i-deals has become one effective practice to manage and motivate star employees because of its positive and meaningful effects (e.g., increasing employee's sense of responsibility and citizenship behaviors). However, the negative impact of i-deals has been less explored. This study adopts the conservation of resources theory to investigate one potential dark side of employee i-deals, which are the coworker's reaction and consequent behaviors. Our research model illustrates that when coworkers perceive someone in the work team has received favorable work arrangement (i.e., i-deals) from their employer, they would experience unfair feelings especially if that employee who enjoys i-deals is of the same job title or with similar job responsibilities. In turn, the injustice feelings would trigger coworkers' resource loss perception because they tend to interpret the differences as a lack of organizational or manager's support. The resource loss perception then interferes with their effective functioning at work (e.g., task and contextual performance) and influences the work team dynamics (e.g., team-member exchange). To test the research model, multi-sourced longitudinal survey data is employed. Employees from several Chinese organizations who receive i-deals and their coworkers complete the two-wave questionnaires. Cross-level longitudinal data is analyzed and results are compared with our research model. Practical implications are also addressed to provide suggestions to organizations and managers.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

FR-P02-073

**The role of team leadership processes on shared mental models development, team adaptation and performance trajectories**

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**Content: Purpose**

Research on how leaders promote shared mental model (SMM) development and help teams to be adaptive has been fairly limited. Team leaders play a central role in promoting a shared understanding among team members, as well as in fostering the adaptive capacity of the team. Leaders are sensegivers when they convey their own mental models, share perceptions and create meaning for the team through communication. This study aims to analyze the influence of team leader sensegiving on SMM development, team adaptation, and performance over time.

**Design/ Methodology**

We conducted a study with 53 teams enrolled in a management competition over a 5-week period in 2016. We collected data at three different moments of time through questionnaires and used objective measures for team performance.

**Results**

We used random coefficient modelling to test our hypotheses. Preliminary results supported our main hypotheses.

**Research/Practical Implications**

Sensegiving is a very important mechanism for leaders to create a common understanding among team members about the problem and the goal: by facilitating the developments of a shared mental model, leaders help team members to interpret and organize new information, recognize the meaning of events and support the team in adapting to changing task demands.

**Originality/ Value**

This study empirically test a proposition that has been scarcely studied – the role of team leader sensegiving in promoting SMM, team adaptation and performance. This proposition is particularly relevant in dynamic environments. This study contributes to the team leadership and team adaptation literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Group and team processes***

FR-P02-072

#### **Understanding the factors that enable Irish healthcare teams to work effectively: A realist evaluation**

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#### **Content: Purpose**

Healthcare staff operate in a complex adaptive system that requires teamwork in order to provide effective, high quality care for patients. There are many theoretical concepts regarding what constitutes "effective teamworking" but factors may vary across different settings and healthcare systems. The aim of this research is to determine the factors that enable Irish healthcare teams to work effectively.

#### **Design/Methodology**

A realist evaluation approach will be adopted and will involve the development of an initial programme theory to interrogate "what works for whom, in what conditions and why"? This theory will be conceptualised using context, mechanism and outcome configurations (CMOCs). Using the critical incidents technique, data will be collected from up to 30 healthcare staff (~ 50 incidents) to test the programme theory. Participants will be purposively sampled from the eleven hospitals in one hospital group.

#### **Results**

A thematic analysis will be conducted to understand the CMOCs that facilitate and inhibit effective teamworking. Based on the results of the analysis, the initial programme theory will be refined.

#### **Limitations**

Homogeneity of sample may limit generalisability.

#### **Research/Practical Implications**

The results will be used to directly inform the design of an intervention to develop collective leadership and effective teamworking in healthcare settings and will ensure the intervention is grounded in the real-life experiences of healthcare staff.

#### **Originality/Value**

The use of realist evaluation with critical incidents analysis will provide nuanced insight into the factors that enable effective teamwork in the Irish healthcare context.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Group and team processes***

FR-P02-019-interactive

**Trust, conflict and adaptivity in police teams: The team leader viewpoint**

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**Content:** Scholars have previously observed that the investigation of the role that several important emergent states may play in shaping team performance holds substantial promise for understanding and addressing team dynamics and outcomes. Thus, this study investigated the mediator role of team conflict (task, relational and process) in the relationship between team trust and team member adaptivity in police teams.

Data were provided by 145 police team leaders from one police organization, through self-reports using a cross-sectional design. Path analyses revealed that the relationship between team trust and team member adaptivity through team conflict types is complex. Team trust had negative direct relationships with task and relational conflict, but no relationship with process conflict. Also, team trust positively influenced team member adaptivity. Furthermore, task conflict led to relational conflict, while the later led to subsequent process conflict. Finally, process conflict had a negative relationship with team member adaptivity.

These results were based on a research design that is weak in identifying causal relationship between the examined variables.

Although, these findings address concerns about the mechanisms by which team trust contributes to adaptivity within teams in police organizations. This study highlights the importance of team emergent states, reinforcing the crucial role of trust and conflict in organizational context. Furthermore, this research shows that police organizations can explore strategies to increase adaptive performance by effectively managing trust and conflict between team members.

These findings extend prior research on team dynamics and specifically provide valuable evidence on how to promote adaptivity in police organizations.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Teams and workgroups*  
*Group and team processes*

FR-P02-077

**The Relative Instrumentality of Team Cognition: A Meta-Analysis**

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**Content:** Team cognition is known to predict team success, but are there conditions under which team cognition is more or less critical to teamwork processes and performance? We explore these conditions with a meta-analytic integration. We find four team characteristics determine the instrumentality of team cognition to teamwork processes and performance: team diversity, team connectivity, team task management, and team stressors. Team cognition most strongly predicts team processes for teams high on diversity, connectivity, team task management, and team stressors. Team cognition most strongly predicts performance when teams are high on connectivity factors, team task management, and team stressors. Implications for future theory and research on teams will be discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Group and team processes***

FR-P02-079

#### **Teamwork competencies and team justice perceptions.**

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**Content: Purpose:** To observe how *intraunit justice climate* and *justice climate* develop throughout the lifespan of newly formed undergraduate teams and their effects on the relation between teamwork competencies and performance. While supporting the multifocal approach to research on team justice perceptions this study also introduces a lifespan-developmental approach to measuring team justice perceptions by imploring the input-mediator output-input (IMOI) model to link variables. It was hypothesized that the relation between teamwork competencies and performance would be mediated by *intraunit justice climate* and *justice climate*.

**Design/methodology:** A panel design was employed and data collected from undergraduate students (N=90) in the Caribbean. All data was collected via online questionnaires, participation was voluntary.

**Results:** Correlation and regression analyses were used to test hypotheses. Both *intraunit justice climate* and *justice climate* mediated the relation between teamwork competencies and performance. Further, team justice perceptions differed significantly before and after teams received the results of their performance due to the effects of *outcome feasibility*.

**Limitations:** The study was limited by a small number of participating groups, which restricts team-level data to non-parametric analyses.

**Research implications:** Support was provided for the use of the TWCT to determine the need for competency development training interventions for work teams.

**Originality/value:** Results provide insight into the ways in which teamwork competencies affect team performance, i.e. through the effects of team justice. This link has been neither implied nor investigated previously.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Group and team processes*

FR-P02-018-interactive

**The Promoting Effect of Psychological Safety on Deviant Behavior: Integrating Psychological Safety Into the Theory of Planned Behavior**

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**Content: Purpose.** Many studies on psychological safety (PS) have demonstrated its positive effect on team processes and outcomes (e.g., speaking up, learning behavior, and team performance). However, we suggest that PS can also promote undesirable behaviors in teams such as deviant behavior. We integrate PS in the theory of planned behavior (TPB) and hypothesize that in teams with high PS, the effect of attitude on intention and deviant behavior increases and the effect of perceived norm decreases.

**Design/Methodology.** We conduct experiments with a 2 x 2 x 2 design, manipulating attitude, perceived norm and PS of the participants. We will test our hypotheses using ANOVA and regression analysis.

**Results.** We expect main effects of attitude and perceived norm on deviant behavior and that these main effects are moderated by PS in the way that higher PS increases the effect of attitude on behavior and decreases the effect of perceived norm.

**Limitations.** The study is based on laboratory experimental data. A transfer to real-life settings needs to be investigated in the future.

**Research/Practical Implications.** Our study should help to better understand what circumstances are needed for PS to be especially effective and beneficial and under what circumstances PS can even be harmful. The latter in particular will be helpful for practitioners, showing them what conditions have to be met in order for PS to lead to desirable outcomes.

**Originality/Value.** Our study will help advance the knowledge about PS by newly integrating it into a well-researched theoretical framework, the TPB.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Group and team processes***

FR-P02-076

#### **Entering Chartered Territory: Improving team processes by making team charters**

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#### **Content:**

##### **Purpose**

Teams are widely used in contemporary organizations, but they frequently struggle to create team processes that realize the true potential of the team. The purpose of this paper was to examine how teams – right from the start – can lay the foundation for constructive team processes. Thus, we examined if making a team charter at the first meeting could improve later team processes.

##### **Design/Methodology**

Eighty-one student teams at a Norwegian business school were randomly assigned to two experimental conditions; team charter or teambuilding. Two weeks later all teams participated in a one-hour team exercise in which the teams had to build a tower of remedies such as papers and cartons.

##### **Results**

Analysis of variance demonstrated that teams in the team charter condition, compared to those in the team building condition, reported significantly more functional team processes (e.g., more social support, less conflicts, increased task focus).

##### **Limitations**

The study involves students in a laboratory setting; hence, our findings may not generalize to other teams and settings. Moreover, the effects of other types of team charters and team building exercises should be tested in future research.

##### **Research/Practical Implications**

The results suggest that teams may improve their team processes by making a team charter, as compared to a teambuilding exercise.

##### **Originality/Value**

To our knowledge, our study is the first to address the effects of a team charter in an experimental setting, and provides promising empirical results towards increasing our understanding of how teams may facilitate constructive team processes from the outset.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

FR-P02-074

**The Influence of Performance Management on Team Processes: the Importance of Performance Management System Strength**

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**Content: Purpose** Organizations are increasingly expecting that employees work in teams, while keeping their traditional performance management in place. However, the compatibility of traditional performance management and teamwork remains largely unknown. Therefore, this study examines if performance management affects teamwork processes, which refer to team members interdependent actions that convert input to team valued outcomes.

Based on the HRM system strength theory (Bowen and Ostroff, 2004) and an exploratory study, we theorize that specific features of performance management (vertical alignment, horizontal alignment, two-way communication and feedback quality) relate to teamwork processes. We explain this relationship by performance management system strength. Performance management system strength is assumed to establish a better understanding about the teamwork processes that organizations expect, which eventually will lead to a higher demonstration of these teamwork processes.

**Design** To test these relationships, a quantitative study will be conducted at the Belgium Police Force. Because of safety reasons, the police force is depending on their teams' effectiveness, making them an excellent case for this study. We developed questionnaires for both team members and leaders.

**Results** Data will be collected in November-December 2016.

**Limitations** By obtaining data from one organization, the generalizability of the results may be limited.

**Implications** The study will provide insights into the effects of performance management on teamwork processes. These findings will help team-structured organizations to make performance management more effective.

**Originality** Whereas there are theoretical suggestions about the usefulness of performance management in teams, empirical research is lacking. Such empirical evidence is of great interest for team-structured organizations investing time in performance management.

**Disclosure of Interest:** None Declared

**Keywords:** None

**The bittersweet effect of power disparity: Implications for emergent states in collaborative multi-party systems**

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**Content:** Collaborative systems are particular cases of multi-team systems in which several groups representing various interests meet to debate and generate solutions on complex societal issues (i.e. environmental disputes, the management of natural resources etc.) (Bouwen & Taillieu, 2004; Brummans et al., 2008). Power is a social force that has the potential to govern the quality of collaboration processes. It refers to an entity's capacity to alter the state of the other parties (Keltner et al., 2003) and power disparity describes a situation in which power is unequally distributed among the actors interacting in a system (Harrison & Klein, 2007). This study aims to explore the dual role of power disparity in collaborative settings. On the one hand, power asymmetry is expected to increase the cognitive activity of stakeholders (i.e. task conflict and cognitive dissent), but on the other hand it may generate a negative affective climate (i.e. relationship conflict and psychological safety).

Two hundred and thirty-nine students (198 females), with an average age of 23.65, were distributed in 54 teams across 9 simulations that involved real time interactions between 6 parties. We collected measures on the relevant variables at two time points: before and after the first interactions. We computed power disparity as a coefficient of variation between the groups included in the simulation (Harrison & Klein, 2007), while task and relationship conflict, cognitive dissent and psychological safety were aggregated at the group-level.

In order to test our hypotheses, we used an analysis of variance (ANOVA) with repeated measures. We used the measures on the emergent states (i.e. task conflict, cognitive dissent, relationship conflict and psychological safety) that were collected at two time points as the within-subjects factor and power disparity (high vs. low) as a between-subjects factor in the analyses. Our findings show that power disparity within the system increases the cognitive activity of groups, while it hinders the affective climate, by increasing relationship conflict and decreasing psychological safety at the group level.

The present study provides important theoretical and practical contributions mostly for consultation processes. These findings help the consultants to facilitate diversity integration in collaborative settings.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

FR-P02-066

**The impact of openness to cognitive diversity on adaptive team performance and the mediating role of cross-understanding**

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**Content: Purpose**

This study explores how members' openness to cognitive diversity can influence the adaptive performance of the team (i.e. the extent to which the team is able to adjust to the changes in the environmental constraints). By building on the team cognition literature, the study argues that this relation is mediated by the emergent state: cross-understanding, which may enable members to adjust in changing settings. Cross-understanding is a team-level construct that reflects the extent to which team members have an accurate understanding of one another's mental models with regard to the task (Huber & Lewis, 2010). Studies report that openness to cognitive diversity has a positive impact on team performance (Meslec & Graff, 2015; Mitchell, 2009). By building on these studies, we further hypothesized that cross-understanding mediates the relation between openness to cognitive diversity and adaptive performance.

**Design**

A sample of 33 workplace teams completed the scales measuring openness to cognitive diversity (Mitchell, 2009), cross-understanding (Meslec & Graff, 2015) and adaptive performance (Quinteiro, 2015). The mediation relation was estimated using mediation procedure developed by Hayes (2012).

**Results**

Our findings show that cross-understanding positively mediates the relationship between openness to cognitive diversity and the adaptive performance of the team.

**Limitations**

One limit of our study is the cross-sectional nature of the data. Future research should explore this model in other organizational settings and using designs that allow for causality claims.

**Implications**

Practitioners should promote the development of openness to cognitive diversity as this might create the optimal climate for cross-understanding to emerge, which, in turn, fosters team adaptive performance.

**Value**

This study contributes to the existing literature exploring the mediating role of cross-understanding in the relation between openness to cognitive diversity and team adaptive performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Group and team processes***

FR-P02-067

**perceptions of social loafing among post-graduate university students**

H. Brand\*

**Content:** Purpose :

This study sought to explore the perceptions of social loafing held by post-graduate students within a group work context. The study aimed to advance understanding of how such perceptions can impact group work endeavours.

Methodology :

Qualitative research methodology was employed through a phenomenological lens in deriving exploratory information from a purposive sample.

Results :

The findings from the research illustrate that the whole sample had experienced social loafing within a group work context. Students applied various mechanisms to deal with loafers within their work groups, namely direct confrontation; eliminating perceived loafers from in-group selection from the onset; peer review or evaluations/appraisals; as well complete conflict avoidance through no action at all.

Limitations :

The study only focused on the perceptions held by students of the phenomenon of social loafing in a work group context. The sample population are limited to a University academic department. The theoretical perspectives found in the literature review primarily centred upon how groups function within a group work context; social loafing; how group work is likely to foster group members' engagement in social loafing and how tertiary education institutions use groups in order to prepare students for the world of work.

Practical implications :

Lecturers and post-graduate students can receive valuable guidance on how to approach and manage social loafing in group or team work.

Value :

The study provides in-depth insight in and understanding about the dynamics of team work behaviour as it relates to the concept of social loafing among post-graduate students.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Teams and workgroups***

### ***Group and team processes***

FR-P02-020-interactive

## **When Should Teams Get Ready to Rumble? A Longitudinal Study of Team Conflict and Performance**

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### **Content: Purpose**

From a conceptual perspective it is well established that team dynamics vary over time. Yet, empirical findings on the performance consequences of changes throughout the group lifecycle are rare. We integrate group development models with information elaboration theory to compare the effects of different team conflict patterns on team effectiveness over time. Specifically, we assume that a “storming phase” with high levels of disagreement in earlier project phases is pivotal for team performance as it promotes critical idea development and elaboration.

### **Design/Methodology**

Conflict ratings were gathered at three measurement points in 42 self-directed teams ( $N=136$ ) working on a 7-week consulting project for an automotive company. Performance measures were gathered from external team mentors.

### **Results**

The highest performance ratings were achieved by teams whose temporal conflict trajectory took an inverted U-Shape (low in the beginning – high in the middle – low in the end of the collaboration). Teams with many disagreements in the beginning and then constantly decreasing levels of conflict throughout the project showed the lowest performance.

### **Limitations**

Results might differ for groups working on routine tasks where information elaboration is less important.

### **Research/Practical Implications**

A “storming phase” of high conflict is helpful for team performance over time, but conflict trajectories are also important. For ideal team performance, conflict should be permitted in the middle of a project but avoided in the beginning or end of the collaboration.

### **Originality/Value**

This is the first study to link conflict profiles of teams with performance in a longitudinal project setting.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Teams and workgroups**  
**Group and team processes**

FR-P02-082

**Teamwork Relationships in Multiteam Systems: Traits You Can Trust**

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**Content: Purpose**

Researchers have demonstrated repeatedly that individuals' stable personality traits predict *individual* job performance. However, modern organizations are increasingly leveraging flatter, team-based work structures, and individuals are required to *team-up* with others to solve larger problems. Thus, there is a pressing need to better understand the degree to which previously observed relationships between personality and individual job performance translate to team contexts. In our study, we investigate the degree to which Big Five personality traits predict the emergence of *teamwork relationships* (e.g., trust) between participants in a complex interdisciplinary multiteam task.

**Design/Methodology**

In this task, 12 participants were randomly assigned to a role on one of four 3-member teams and applied their role-specific information during a multiteam decision-making activity. Participants completed individual difference measures (e.g., personality) and a series of self-report sociometric perceptual measures of teamwork relationships (e.g., trust) across four time points. This measurement approach identifies networked patterns of teamwork relationships that emerge during collaboration. We utilized *exponential random graph models* to estimate antecedents of relationship emergence.

**Results**

Our results demonstrate that conscientiousness, extraversion, and agreeableness were significantly related to *outgoing* trust ties, and neuroticism was significantly related to *incoming* trust ties.

**Limitations**

This was a laboratory study with undergraduate students, which may limit generalizability.

**Research/Practical Implications**

This study suggests that personality traits can be used to understand how and why trust relationships form in large collaborations.

**Originality/Value**

We demonstrate that personality matters for both outgoing ties *and* incoming ties when individuals form trust relationships in multiteam systems.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

FR-P02-084

# **Team Conflict Types, Profiles, and Management: Introducing the Team Conflict Dynamics Model**

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**Content: Purpose:** In the current submission we report on a review of theory and research involving task, relationship, and process conflict in order to identify the state-of-the-science with respect to team conflict.

**Design/Methodology:** We review background involving expected relations with team performance as well as contingency theory and several recent meta-analyses. We then review recent research examining profiles of team conflict, which uses latent profile analyses to identify classes of teams representing a particular pattern across the three conflict types.

**Results Limitations Research/Practical Implications** We advance the Team Conflict Dynamics Model to connect conflict profiles with key variables in the nomological net: psychological safety, conflict management, and team performance. This model considers reciprocal effects and negative feedback loops, and incorporates the situation through team design and organizational environment factors. Finally, propositions and future research directions are offered and we provide recommendations for practitioners leading and developing teams.

**Originality/Value** Recent research indicates that conflict variables have interdependencies. Team conflict profiles capture these interdependencies succinctly and elegantly, leading to a clear research agenda and approach for training and development.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Group and team processes*

FR-P02-021-interactive

**Emotional intelligence in teams: Development and initial validation of the short version of the Group Emotional Competence (GEC) Inventory**

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<sup>1</sup>UNIVERSITY OF SEVILLE, Seville, Spain

**Content: Purpose.** Organizational literature has shown that team emotional intelligence contributes to explain group behavior and efficacy (Stubbs & Messer, 2002; Druskat et al., 2003). The aim of the present paper was to develop a Spanish reduced adaptation of the 57-item version of the Group Emotional Competences Inventory (GEC-I), a questionnaire developed by Druskat and Wolff (2000) to evaluate team emotional intelligence.

**Design/Methodology.** The GEC-I was translated into Spanish and administered to a total of 82 work teams (344 participants) in a student-recruited sample. We tested a 30-item short version composed by the six emotional competences proposed by Druskat and Wolff's (2000) GEC-I: Group awareness of members (5 items), group regulation of members (6 items), group self-awareness (5 items), group self-regulation (5 items), group social awareness (4 items) group social skills (5 items). The data were evaluated by means of  $r_{wg(j)}$  values, Cronbach's, alpha coefficient, confirmatory factor analysis, and Pearson's product moment correlations. The convergent validity was tested using Segura and González-Romá's (2003) affective well-being scale.

**Results.** Our six-factor, 30-item summarized version demonstrates robust psychometric properties, with acceptable levels of reliability and validity.

**Limitations.** External validity and generalization issues related to the sampling method.

**Research/Practical Implications.** The Spanish adaptation of the GEC-I is a useful instrument to measure team emotional intelligence in Spain. The 30-item short version of GEC-I is potentially useful for surveys administered in a limited time. The results provided further support for the validity of the original version of the GEC-I.

**Originality/Value.** The findings provided support for the adequacy of the GEC-I to measure team emotional intelligence in Spain.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*  
*Group and team processes*

FR-P02-080

**Counterproductive behaviour in a teamwork setting: a model of its contextual antecedents**

C. Francoeur Marquis\*, C. Aube

**Content: Purpose**

The literature on counterproductive behaviours (CPB) in a teamwork setting is still emergent. Until now, most studies focusing on the antecedents of CPB examined individual attributes (Boyle & al., 2011). Nonetheless, a diagnosis strictly limited to individual factors may be insufficient to explain the prevalence of CPB. While it is known that CPB in a teamwork setting harm the functioning and effectiveness of teams (Aubé et al., 2009), their causes are still poorly understood, mainly in regard to contextual determinants. Thereby, we ought to better understand the contextual factors that might promote CPB in a teamwork setting.

**Design/Methodology**

We reviewed the CPB's and team organizational context's literature and propose a testable model of contextual and affective antecedents of CPB in a teamwork setting.

**Results**

Weak team's organizational support systems (TOSS; reward, information, training and resources) would foster CPB through a mediating variable, frustration. Furthermore, the relation between TOSS and frustration would be moderated by team members' perception of outgroup justice (Flaherty & Moss, 2007).

**Limitations**

However, as this research presents a conceptual model, further research will be needed in order to empirically test and confirm the causal inferences postulated.

**Research/Practical implications**

This model emphasizes the need for organizations to align the support systems in congruence with the work design and make sure that these systems are fair and consistent within the whole organization.

**Originality/Value**

To our knowledge, this study is the first to propose a model of the contextual factors that might promote CPB in a teamwork setting.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Teams and workgroups**  
**Group and team processes**

FR-P02-081

**The use and acceptance of visual management and psychosocial collaborative mechanisms in engineering**

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<sup>1</sup>Institute of Psychology - University Lyon 2, BRON, France

**Content: Purpose**

Visual management aims to reinforce the decision-making process and the setting of objectives, via a set of set of visual markers. In the engineering division of the company studied, the way these tools are used differs from one team to another or may even remain unused. In addition, use is not necessarily collaborative. The aim of this study is to determine which psychosocial and organizational factors explain differences in the use and level of acceptance of visual management. To do this, we made the assumption that situated acceptance and use of these tools would be linked to the structure and the vitality of the working unit identity (Clot, 1999; Caroly, 2010)

**Design/Methodology**

We conducted semi-directive interviews with people from three teams who use visual management. We analyzed the content and used the *situated acceptance* model (Bobillier-Chaumon, Dubois, 2009) to evaluate acceptance of tools.

**Results**

We observed a link between levels of acceptance and two uses (control, information sharing). In addition, collaborative use appears in the team with the most structured collective mindset. The analysis shows a link between a space for regulation and improved acceptance and more efficient use of the tools.

**Limitations**

The results confirmed our hypothesis but, must be applied to other areas where these tools are used before justifying more broadly applicable conclusions.

**Research/Practical Implications**

The results imply that the development of spaces and time dedicated to regulations foster a collective mindset and the efficient use of tools.

**Value**

According to our results, it would be in the company's best interest to adapt implementation processes that include team regulation in order to develop collective and efficient use of management tools.

Key words : collective activity, visual management, situated acceptance.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Group and team processes*

FR-P02-070

**Exploring the Role of Team Personality Composition in Team Learning Processes**

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**Content:**

**Purpose:** In this study, we examined the effects of team personality composition on team learning behavior and effectiveness over time. We hypothesize that mean levels of extraversion, openness to experience and conscientiousness will positively impact team learning and task performance. Furthermore, we expect that mean levels of neuroticism will negatively impact team learning behavior.

**Methodology:** We conducted a time-lagged study with project teams. 285 students from a large Mexican university were organized in 53 teams to participate in the Business Strategy Game as part of their regular classes. We collected the self-report measures at different points over the semester. Team performance scores were provided by the game.

**Results:** Preliminary evidence shows team-level extraversion, openness to experience and conscientiousness are not significantly related to team learning behavior and objective performance. In line with our hypothesis, team-level neuroticism is negatively related with team learning behavior. Additionally, team learning behavior positively predicts team viability, satisfaction and perceived learning.

**Limitations:** It remains to be tested the effects of alternative operationalizations of team personality (e.g., variability, minimum). More research is needed to explore the mediating effects of psychological safety, conflict or communication on the team personality-effectiveness link.

**Implications:** Our results suggest that individuals with high levels of neuroticism should be better avoided in work teams with explicit learning purposes. Team learning behaviors may be promoted to develop more viable and satisfied teams over time.

**Value:** To the extent of our knowledge, this is the first study to examine the impact of team personality composition on team learning processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***  
***Group and team processes***

FR-P02-014-interactive

**Implications of Narcissistic Personality on Team Creativity and Viability: Does It Do More Harm than Good?**

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**Content: Title**

Implications of Narcissistic Personality on Team Creativity and Viability: Does It Do More Harm than Good?

**Purpose**

This study investigates how narcissistic personality and inter-team competitive pressure jointly influence team creativity and team viability.

**Design/Methodology**

Using a sample of 92 teams comprising 3 randomly assigned team members across three different levels of inter-team competition, we delineated how narcissistic personality trait and inter-team competitive pressure affected the team creativity mediated through the group information processing mechanism. Using video recordings of team discussion, this study measured the extent to which each individuals engaged in discussion-facilitating behaviours. Team viability was measured at the end of the experiment by asking participants the extent to which they want to stay in the team.

**Results**

We found that team members' narcissistic personality traits and inter-team competitive pressure positively predicted individuals' discussion-facilitating behaviours, which, in turn, led to team information elaboration and team creativity. However, team members' narcissistic personality traits were negatively related to team viability, which suggests that the teams would be unlikely to stay together.

**Limitation**

Future studies should examine how other personality dimensions are related to team processes and team creativity and viability.

**Research/Practical Implications**

The positive relationship between narcissistic personality and discussion-facilitating behaviours and the negative relationship between narcissistic personality and team viability imply that the same individuals who contributed more under higher inter-team competition might also contribute to a negative team social outcome.

**Originality/Value**

This study examines positive and negative implications of inter-team competition and narcissistic team members in creative teams.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Teams and workgroups*

*Group and team processes*

FR-P02-071

**The mediating role of team resilience in the relationship between transformational leadership and team effectiveness**

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**Content:** The purpose of this study was to clarify the role of team resilience on different facets of effectiveness. Moreover, given the importance of team resilience for the organizational context, it was also our aim contributing to the study of the conditions that promote team resilience analyzing the role of transformational leadership as an antecedent of team resilience. Finally, we examined whether the relationship between transformational leadership and team resilience stimulates positive team outcomes. Ninety teams (445 employees from 40 Portuguese companies) were surveyed and in the test of the hypotheses, structural equation modeling was used. The results showed a positive direct effect of team resilience on both team viability and the quality of the group experience. Moreover, a positive relationship was also identified between transformational leadership and team resilience. Finally, support was found for the mediated effect of team resilience on the relationship between transformational leadership and the dimensions of team effectiveness considered.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Group and team processes*

FR-P02-013-interactive

**Validation of Behaviorally Anchored Rating Scales (BARS) for the four-phase team adaptation process model of Rosen et al. (2011)**

E. Georganta\*, A.-L. Blum, F. Brodbeck

**Content:** The topic of team adaptation has recently become very prominent within the broader organizational team literature, as organizations use teams to respond quickly and effectively to continuously changing demands. Despite this increasing interest on the process of team adaption, empirical research investigating its phases and how they unfold is missing. In particular, group researchers highlight the necessity of an instrument that enables the assessment of this dynamic phenomenon. Building on this gap, the present study developed and validated a Behaviorally Anchored Rating Scale (BARS) for each of the four phases of the team adaptation process according to Rosen et al.'s (2011) model. Two raters assessed independently video recordings of 66 four-person teams which participated in a laboratory study and adapted to an unexpected event while performing a complex team task. The results provided good to excellent interrater reliability for all four phases, excellent criterion validity between each phase and team performance and between each phase and time for strategy development for both raters, and excellent construct validity reflected in the high positive correlations between all four phases supporting Rosen et al.'s model. The present study makes a unique contribution to both research and practice by introducing an observation based rating instrument for all four phases of the team adaptation process. This instrument will enable future research to investigate how the team adaptation process develops over time and under different conditions. Finally, it will provide organizations with a helpful tool to evaluate or train their teams based on behavioral observations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***  
***Group and team processes***

FR-P02-068

**Development of a Psycho-structural Approach to the Study of Groups and Teams**

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**Content: State of the Art**

Research about groups and teams have been developed mainly around two traditions: psychological shared constructs (e.g. Morgeson and Hofman, 1999), fundamentally from psychology and the structural perspective, more related to sociology, organisational studies and social network analysis (e.g. Borgatti and Foster, 2003). These two traditions can also be found in organisational studies in general. However, more recently, there has been an increasingly interest on the study of both social networks and psychological variables together.

**New Perspectives/Contributions**

This paper explores how these two traditions can be integrated into a new perspective at the group/team level. To do so it presents the main characteristics of each approach based on four components: focus, group boundaries, levels of analysis and process of emergence of shared perceptions. It also presents a new and alternative approach to the study of groups and teams by integrating these two traditions into a psycho-structural approach.

**Research/Practical Implications**

At the research level, this paper presents new lenses to study the emergence of shared cognitions, perceptions and meanings in groups and teams. It does that by calling for the importance of integrating the importance of social networks on the emergence of shared cognitions. At the practical level, it calls for the importance of managing social networks within teams and groups in order to influence the emergence of desirable shared cognitions.

**Originality/Value**

To the best of our knowledge, this is the first paper that attempts to integrate these two traditions, contributing to the advancement of the study of groups and teams.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Group and team processes*

FR-P02-069

**Linking team shared servant leadership to team performance through team learning and team behavioral integration.**

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<sup>1</sup>University of Illinois Chicago, Business School , Chicago, United States

**Content:** Shared leadership theories provide opportunities for valuable new insights into team processes. Our study extends research on servant leadership within a team context by demonstrating that multiple members of a team engage in servant leadership. We conceptualize such phenomenon as shared servant leadership (SSL). We propose a model that delineates the process through which the interaction of team SSL centrality and density jointly impact team performance. Team SSL centrality captures the extent to which overall servant leadership is displayed among a few individuals in the team (the *variance* of servant leadership displayed by each team member as perceived by others on a team). In a time-lagged field study with a sample of 78 teams, we found that team behavioral integration and team learning independently mediate the negative impact of team SSL centrality on team performance. We also found that team SSL density (the *total amount* of servant leadership displayed by team members as perceived by others on a team) acts as a boundary condition that moderates these two mediation processes. Specifically, the indirect effects of SSL centrality on team performance through team behavioral integration and team learning respectively are weaker when team SSL density is high. The success of a team appears to hinge on the interplay of both centrality (variance) and density (total amount) of SSL.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***  
***Group and team processes***

FR-P02-083

**Achieving Coordination in Emergency Management Systems: An Activity-Centred Perspective**

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**Content: Purpose**

This paper presents emerging results from the SOTERIA FP-7 project, which seeks to optimise social media use by emergency services. SOTERIA aims to improve emergency response and recovery outcomes through enhanced coordination. Understanding coordinated activity in emergencies requires alternatives to traditional process focused approaches (e.g. Malone & Crowstone, 1994) in favour of perspectives that can accommodate non-routine complex human activity (e.g. Suchman, 1997). We report our findings here .

**Design/Methodology**

The research employed an ethnographically informed fieldwork and action research methodology with design and analysis guided by cultural historical activity theory.

**Results**

Successful coordination between emergency services requires shared understandings, languages and the maintenance of relationships. These rely on interpersonal, social and cultural dynamics as much as the availability of information. These results indicate that tools that enhance the richness, reliability, trustworthiness and economy of information are potentially valuable to emergency services. However, a number of technical, ethical and human factors challenges are apparent. Coordination is therefore seen here as both an activity and an outcome with information playing a mediating role.

**Limitations**

This research has been action orientated and is intended to further support the design of tools and guidelines for implementation.

**Practical/Research Implications**

A better understanding of the socio-cognitive processes of information management during emergencies will improve guidelines for how we design tools to better manage information and facilitate coordination for emergency services.

**Originality/Value**

This research takes a fresh approach to understanding coordination in emergencies as a result of active negotiation of social relationships and cultural meanings.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Human error and accidents***

SA-P01-067

**Understanding human factors in crowd disasters: a socio-technical systems approach**

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<sup>1</sup>Leeds University Business School, University of Leeds, Leeds, United Kingdom

**Content: Purpose**

This paper demonstrates how socio-technical systems theory can be used as a guiding framework for understanding the complex interplay of human factors in crowd disasters. First, previous examples of crowd research using this approach will be presented. Second, findings from the authors' recent study investigating selected international disasters will be described. The paper will close by examining the benefits and limitations of this approach. This work forms part of a larger research project looking at impact of cultural aspects in the management of emergencies in public transport.

**Design/Methodology**

Existing academic sources, reports and major international newspapers were reviewed and compared to inform the analysis of eleven major crowd disasters. Socio-technical systems framework was used to identify and represent human factors contributing to these tragedies.

**Results**

The results highlight the complexity and interrelatedness of different factors influencing human behaviour leading to crowd disasters, and point to some prominent similarities across the reviewed events.

**Limitations**

Due to crowd disasters being relatively rare it was impossible to identify contextually identical events. Therefore, the study reviewed a wide range of catastrophes that were different from one another in terms of their setting, size and location. This made it difficult to critically compare and contrast them.

**Research/Practical Implications**

Understanding the complexity of human factors in crowd disasters allows for identification of key issues to address when preparing for and managing major events.

**Originality/Value**

This study highlights the benefits of using the socio-technical systems approach to recognise and represent important crowd management considerations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Human error and accidents***

SA-P01-068

**Generative games as a new method of preparation for extreme situations**

V. Tretyakov\*

**Content: *Problem setting.***

In modern world a man constantly faces industrial, economic, domestic, psychological threats. What is the way to ensure psychic readiness for extreme situations? The more man is able to anticipate, the higher the probability of his readiness for extreme situation is. Development of anticipation and operative thinking is the main purpose of the generative games method.

***Method.***

Construction of generative games allows to mentally design extreme situations. Its main distinctive feature is that the trainee generates dangerous events by himself. This allows to focus upon the development of operative thinking abilities that underlie anticipation. Structure of generative games considers two basic processes of the knowledge engineering – knowledge exchange – process of transferring and receiving the knowledge among people that facilitates new vision of tasks. Transactual memory is the knowledge about distribution of skills within team that allow participants to adapt their behavior to the expectations of others and to compensate their individual power and weaknesses.

**Results and discussion.**

Generative games were applied for the first time in 1986 at the 7<sup>th</sup> heating plant of Lenenergo. Today the geography of their application includes Russia, CIS, France, Germany, USA, etc. They are successfully applied during the work with personnel in the fields of energy, aviation to train managers of different levels. Summarizing experience of the generative games application and basing on empirical experiments, we can state that they develop a man's abilities to anticipate which serve as a basis of preventing future events and ensuring personal readiness for extreme situations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Global Issues***

### ***Influencing policy***

FR-P02-022-interactive

## **Promoting Test Standards in the Workplace – The British Experience of going global**

N. Evans\*

### **Content: Purpose**

The BPS Psychological Testing Centre (PTC) provides information and services relating to standards in tests and testing for test takers, test users, test developers and members of the public, and includes a register of over 11,000 qualified test users. Increasingly, registrants are non-UK resident, and so a special project was set up to investigate the extent of international interest and inquiry into PTC services.

### **Design/Methodology**

The practice of the PTC was reviewed to understand its key delivery functions of particular interest to non-UK residents. Data was gathered to structure a profile of international interest. Principle sources ranged from website hits, office enquiries, and numbers of registrants, collated over the period of a year.

### **Results**

Key activities of international interest were found and categorised into:

- Guidelines and best practice statements on standards for the construction, use and availability of tests, many drawn from the ITC (International Test Commission)
- Competence-based test user certification and registration, predominately in work settings
- Access to 150+ test reviews in summary or full as reviewed against the EFPA Review Model for the Description and

### **Evaluation of Psychological Tests**

- Access to the list of tests which have met benchmark criteria for the award of a Test Registration Certificate

### **Limitations**

Data was gathered over a year, so only representative for this time period of general activity and interest.

### **Research/Practical Implications**

It is possible to set standards in workplace psychological testing for a single country, yet still be of general use across borders.

### **Originality/Value**

Clear links made between ITC, EFPA and BPS sources serve to retain a global applicability of test standards for test use in workplace assessment.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Global Issues***

### ***Influencing policy***

FR-P02-085

#### **Understanding fair pay policies in international non-government organisations**

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**Content: Purpose:** To identify viable alternatives to dual salary policies within the international aid sector, whereby skilled host country nationals are remunerated considerably less than their similarly-skilled international counterparts, undermining teamwork, performance and motivation, and potentially stripping capacity through brain drain.

**Design/Methodology:** Utilising a Qualitative Comparative Analysis approach, we interviewed and analysed interviews of senior rewards professionals from 15 major international NGOs to identify areas of similarity and difference in terms of policies used, and their effectiveness.

**Results:** Policies being implemented include creating a single salary structure for all staff; benchmarking international staff within the local economic context, but with one off costs for relocation; and offering packages where international staff remuneration come in line with national staff in a phased manner.

**Limitations:** Most organisations interviewed were in the early stages of making changes to their rewards systems (<5 years), so though they were able to share initial data evaluating their policy changes, longer term follow up is needed.

**Research/Practical Implications:** There is a growing interest in fair pay within the international aid sector, for reasons of ethics and justice, recruitment and retention of high quality national and international employees, as well as meeting the new UN Sustainable Development Goals (SDGs). This academic-practitioner collaborative project identifies evidence-based alternatives to traditional dual salary policies, thereby facilitating poverty reduction and contributing to the SDGs.

**Originality/Value:** This study is the first to look across major international NGOs and gather an evidence-base for viable and sustainable alternatives to dual salary policies.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Job analysis and competency modeling***

SA-P01-012-interactive

#### **The ethical competency in the selection and evaluation processes for Spanish Public managers.**

A. M. Castaño\*, J. C. Fernández-Rodríguez<sup>1</sup>, Y. Fontanil<sup>2</sup>, A. L. García-Izquierdo<sup>2</sup>

<sup>1</sup>University of Nebrija, , <sup>2</sup>University of Oviedo, ,

#### **Content:**

**Purpose:** Public Administrations require a fair and professional selection and evaluation method, especially for public managers. A competency-based method has been suggested as an improvement and complement of current methods of knowledge and merits. This method allows employees to know what they are required to do, facilitates the comparison of the required position and the personal profile and increases the perception of fairness within the organization. Thus, the aim of this study was to identify the competency framework of the Spanish public managers.

**Design/Methodology:** A systematical review of articles published between 2000 and 2014, using “public manager competencies” as keyword, was conducted in several scientific databases. A total of 35 from 335 articles were selected for Spain, USA and UK. After that, groups of discussion (n=36), questionnaires (n=22) and an inter-rater-agreement (n=6) with experts were carried out in order to depurate and validate the competency framework.

**Results:** A competency framework was identified and the results have suggested that the ethical competency was one of the most important competencies for public managers.

**Limitations:** It is worth noting that all participants belong to just one region of Spain (Principality of Asturias), and more investigation is required to validate and generalize the managerial competency framework to the entire Spanish Public Administration.

**Research/Practical implications:** This study will facilitate the development of a fair selection and evaluation method for public managers.

**Originality/Value:** This research will contribute to have more professional public managers, and therefore, to the recovery of the citizenship confidence in Public Administrations.

**Acknowledges:** This research is funded by Ministerio de Economía y Competitividad and Fondos Sociales Europeos (Project Ref. PSI2013-44854R).

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Job analysis and competency modeling***

SA-P01-011-interactive

#### **Mirror mirror: the Role of Raters' Personality in Job Analysis**

A.-S. Ulfert\*, M. Ott, C. Palmer, M. Kersting

**Content:** Job analysis often serves as the basis for defining criteria and choosing methods in selection settings. In many cases, ratings from job analysis represent the image of an “ideal employee”. From research on personality judgment we know that accuracy of ratings can differ depending on how acquainted raters are with the ratee. When judging the requirements of a job, ratings are usually done by job experts, such as managers or incumbents. We argued that especially when ratings address the importance of specific personality traits, these ratings are related to the raters own personality.

In the present studies, we focused on analyzing the requirements for studying certain university subjects (Study 1 = physics, Study 2 = agricultural and nutritional sciences, environmental management and ecotrophology). We asked students of these fields (N1 = 60, N2 = 243) to rate the importance of personality traits for successfully completing these studies. Additionally, the personality of the raters was assessed.

In both studies, significant correlations were found between raters' personality and their judgment concerning conscientiousness, extraversion, and agreeableness. Additionally, gender differences in correlations were found, with males showing a higher correlation between their personality and their rating.

The results suggest that job analysis ratings are potentially biased by the personality of the rater, which could be explained via similarity effects or stereotypes. Yet, it is to be discussed whether these effects do in fact threaten the validity of job analysis. Therefore, replication studies should be conducted within an occupational context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Job analysis and competency modeling***

SA-P01-013-interactive

#### **Job Analysis Bias and Discrimination: Overqualifying the job rather disqualifying the candidate.**

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#### **Content:** Purpose

Researchers have demonstrated that discrimination is becoming more subtle, mostly based on the PJ misfit justification. Misfit justification supposed to maintain a gap between individuals' qualities and job's requirements. If candidates are strictly assessed by using highly validated selection's tools, job's requirements remain generally vague. This absence of an objective evaluation of job's requirements allows for bias that could explain discrimination's persistence.

#### Design/Methodology

In three studies we ask to participants to evaluate job's requirements following presentation of candidates. Potential candidates were presented in each experimental condition as belonging either to the same group as participants or to another.

#### Results

The existence of a potential bias in job analysis was confirmed along our 3 study. Results show that when candidates were from the outgroup job requirements were assessed higher than in case of a candidate from the ingroup. These main results were found for different social group in comparison along sex, nationality, disability.

#### Limitations

We failed to find consistent results about consequences of this bias on employment and perceived performance judgment. We should also better clarify the distinction between this process and the shifting standard model which is quite similar even if it based on a performance standard shift rather on a job analysis bias.

#### Research/Practical Implications

These results support the need for understanding of job analysis bias in order to improve selection process and diversity promotion in organization.

#### Originality/Value

Linking job analysis bias and consequences on selection process and discrimination may renew both job analysis and discrimination research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Job analysis and competency modeling***

SA-P01-071

## **The translation and the adaptation in the Romanian language of the Personality-Related Position Requirements Form (PPRF)**

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**Content:** The present research aimed the translation and the adaptation in the Romanian language from the English language of the Personality-Related Position Requirements Form (PPRF), developed by Raymark, Schmit and Guion (1994). Within it, the job of operative sub-officer employed in mobile structures of the Romanian Gendarmerie was analyzed. There were used four subsamples of participants: two subsamples of subject-matter experts in relation to the analyzed job, 87 job incumbents and 32 supervisors of them, one subsample with 133 analyzed job incumbents and one subsample composed of the supervisors of the participants from the previously mentioned subsample. The vast majority of reliability coefficients calculated for evaluating the inter-rater agreement had very good values both for the inventory's dimensions and subdimensions. Regarding the concurrent criterion-related validity, acceptable results were found by using the partial- and full-weighting approaches for criterion-related validation of job analysis tools.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee Selection*

*Job analysis and competency modeling*

SA-P01-070

**The Decision-Making Competence (DMC) between Entrepreneurs and Managers**

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**Content: Purpose:** The present research bridges decision-making advances and I/O psychology studies in order to assess the presence of individual differences in Decision-Making Competence (DMC) between entrepreneurs and managers. Greater DMC is usually associated with lower incidence of behaviors that may bear adverse long-term financial, social, or health consequences. In relation to these two professions and in line with previous research, we expect different scores in DMC contributing to explain everyday decisions made at work. **Design/Methodology:** Individual differences in DMC were assessed by using three components of the Italian version of the Adult-Decision Making Competence (A-DMC) inventory. Under/Overconfidence measures how well self-regulated individuals are in terms of recognizing the extent of their own knowledge. Resistance to Sunk Costs measures the skill of not considering prior cost investments when making choices. Consistency in Risk Perception measures how well subjects understand time frame and probability rules. A sample of 324 employees filled the ADMC plus other information related to their job. **Results:** Preliminary multilevel analyses partially supported the hypotheses. **Limitations:** The present research lacks convergent measures of DMC and of performance indicators. **Research/Practical Implications:** The project will help to better analyse the psychological facets of these two professions in organizations and in society. **Originality:** The present study fills the gap of research combining organizational interests and recent advances in decision-making research.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Job insecurity*

TH-P01-089

**A closer look at the relationship between job insecurity and presenteeism: The role of perceived organizational support and absence legitimacy**

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**Content: Purpose.** Presenteeism (i.e., attending work while ill) has been associated with declines in both employees' health and organizational productivity. Recent research suggests that job insecurity might be one of the reasons driving individual to go to work while ill. Little attention has been given, however, to the mechanisms that could explain the relationship between these two constructs. This study proposes that employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (i.e., perceived organizational support – POS) may explain why job insecurity relates to presenteeism. This study also considers corollaries between presenteeism and absenteeism by examining the moderating role of perceived legitimacy of reasons for absence on this mediation.

**Design/methodology.** 288 employees working in a Belgian hospital participated to this study.

**Results.** Results of bootstrap regression analyses fully supported our hypothesis of moderated mediation. More precisely, POS was found to mediate the relationship between job insecurity and presenteeism but only at low or medium levels of legitimacy of reasons for absence.

**Limitations.** Data were collected through a cross-sectional design and self-reported measures.

**Practical implications.** On a practical level, our results suggest that working on employees' perception of their work environment (through support they perceived or reasons they believe that could justify an absence) might help lessen presenteeism.

**Originality/Value.** This research expands the recent knowledge on the causes and processes conducting employees to be present at work while sick.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Job insecurity*

TH-P01-091

### **Organization-Based Self-Esteem (OBSE): A Buffer or Amplifier of the Job Insecurity-Health Linkage among Persian Nurses?**

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**Content: Purpose:** One of the current priorities of occupational health psychology is to explore particular personal resources that have the potential to decrease the deleterious effects of job insecurity, as a global chronic stressor, at the workplaces. This study through proposing organization-based self-esteem (OBSE) as a potential personal resource is intended to examine the moderating role of OBSE in the association between job insecurity and health-related outcomes. These outcomes were divided into individual outcomes (mental & physical health) and organizational outcomes (job satisfaction & emotional exhaustion). We developed our hypotheses on the basis of the predictions of Conservation of Resources theory and Social Role theory. **Design:** To test our hypotheses, we sampled nurses who were working in two large hospitals located in Tehran, Iran. Respondents were divided into males ( $N=187$ ) and females ( $N=369$ ). **Results:** OBSE moderated the association between job insecurity and both organizational outcomes among females but not among males. Additionally, OBSE did not moderate the association between job insecurity and individual outcomes in both subgroups. **Research implication:** OBSE can be considered a personal resource when the health-related outcomes are related to the organizational context. **Limitations:** self-reported scales and sampling from public hospitals may limit the generalizability of the findings. **Originality:** As higher OBSE leads to a further reduction in the job insecurity-health-related outcomes among females but not among males, gender differences also plays a role in how OBSE moderates the job insecurity-outcomes association.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Job insecurity***

TH-P01-092

**Workplace spirituality and organizational support, moderators between job insecurity and general well-being and organizational commitment in Barbados.**

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**Content: Purpose:**

To add empirical research to the current conceptual base concerning multidimensional job insecurity (JI), particularly in Barbados, by building on the Theories of Psychological Contract and Conservation of Resources to examine the role of workplace spirituality (WS) and perceived organizational support (POS) as moderators between job insecurity, general wellbeing (GWB) and organizational commitment (OC). I hypothesize that WS and POS will moderate the relationship between JI and the two dependent variables.

**Design/Methodology**

To test these hypotheses, already established questionnaires will be distributed to 350 persons from the public and private sectors in Barbados. The results will be analysed using correlations and multiple regression.

**Results**

Previous research using demographics, job insecurity and organizational commitment only, has yielded largely insignificant results which has encouraged the researcher to consider why this would be the case in a country where incidences of layoffs/ retrenchments are heightened and unemployment figures have risen. Further research incorporates new variables.

**Limitations**

The original sample size N=122 was not large enough to generalize to the entire population.

**Research/ Practical Implications**

To investigate the moderating effect of WS and POS on WB and OC to assist HR practitioners in maintaining or enhancing employee behaviours and attitudes, particularly in recessionary times.

**Originality/ Value**

Workplace spirituality is a relatively new area of study which has primarily been studied in Africa and India making this study among the early works in the Western hemisphere.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Job insecurity***

TH-P01-026-interactive

**Does job insecurity climate contribute to counterproductive work behavior?**

**A multilevel perspective**

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**Content:** Purpose: The present study utilizes a multilevel design to investigate the effect of job insecurity climate (JIC) on counterproductive work behavior (CWB) via vigor (a dimension of work engagement). JIC was conceptualized as employees' perception of how others experience job insecurity at their workplace (i.e., referent-shift approach). We hypothesized that JIC will positively relate to CWB, partially due to its negative effect on vigor at both the individual and work department level.

Design/Methodology: The sample consisted of 377 temporarily employed young researchers clustered within 154 institute/university departments in Croatia. We collected participants' self-reports via an anonymous on-line questionnaire.

Results: The hypotheses were tested with Multi-Level Structural Equation Modeling (ML-SEM). The results showed that vigor fully mediated the relationship between JIC and CWB at the work department level: shared perceptions of JIC negatively related to collectively experienced VI, which was further negatively related to collectively experienced CWB. In contrast, at the individual level we found only a direct positive effect from JIC to CWB.

Limitations: Potential limitations include a cross-sectional design which limits the causality inferences and a sample of young researchers which limits the generalizability of findings.

Research/Practical Implications: The findings indicate that climate of job insecurity can emerge as a contextual stressor and as such contributes to the work groups' CWB due to negative effects on work groups' vigor.

Originality/Value: The study is one of the first that examines CWB as an outcome of JIC from the multilevel perspective.

Furthermore, it contributes to the theoretical explanation of this relationship by investigating the mediating role of vigor.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Organizational Change and Development**

### **Knowledge transfer**

FR-P01-045

## **WORK ANALYSIS AND INTERNALIZATION OF SOCIAL SUPPORT**

Y. Miossec\*

### **Content:** Purpose :

To highlight the internalization of social support process

### Design/Methodology

We conduct our research in the context of developmental and instrumental psychology (Vygotski). We focus on the relationship between psychosocial tools of work and occupational health. Specifically, we focus on efficiency (self-efficacy) and the meaning of work. Verbalization and dialogue about ordinary activities are one of these tools. When professionals verbalize their activity and discuss between the peers collective what they do and how they do it, they build some social resources for individual activity of each one.

By the way, dialogue between peers and the transfer of these dialogues in consciousness develop the inner dialogue. And renewed inner dialogue can then enable workers to reorganize and increase control of their own activity.

### Results

We use the example of an intervention in an adult education institution. In this situation, we used the method of « instruction to a double » for professionals working on their work. We analyse relationships between inter psychological dialogue and intra psychological dialogue marks. So, dialogues on work (work analysis) can be used by professionals to develop new psychosocial tools for work.

Research/Practical Implications A better understanding of these processes can be useful for the work and organizational psychologist to increase its effectiveness as a social change agent.

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**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Labor market entry***

FR-P02-088

#### **Job search anxiety and perceived barriers to labour market entry**

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#### **Content:** Purpose

Adopting concepts from developmental career theories, career boundaries literature and the emotional model of job search, the present study examines the role of perceived career barriers on the experience of job search and wellbeing. We hypothesise that perceived barriers and job search anxiety (JSA) influence job search; and that JSA partially mediates the effect of perceived barriers on job search.

#### Methodology

The study is informed by a survey of 498 final year undergraduate job applicants from Scottish universities. Measures included: perceived barriers to labour market entry; job search expectations, intensity, sources, strategies and behaviours; and JSA.

Demographics, e.g., age, gender, degree subject, social background, expected degree result and university type were controlled in the analyses.

#### Results

Perceived internal but not external barriers predicted JSA, which was positively associated with (i) an expectation to take any job upon graduation; (ii) number of job sources used; and (iii) a haphazard information search strategy. Internal barriers and JSA were negatively associated with an expectation of securing a good job upon graduation. Perceived barriers and JSA did not predict job search intensity, job search behaviors, and other job search strategies.

#### Limitations

Cross-sectional data is a major limitation.

#### Research/Practical Implications

Findings partially support the emotional model of job search. Counselors should be aware of the implications of JSA on graduate job search expectations and strategies.

#### Originality/Value

The study contributes to job search literature by focusing on the emotional side of job search for new entrants into the graduate labour market.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Labor market entry***

FR-P02-089

**Comparataive Study between the competences for the future labor market in Chile and Ecuador, are they do different?**

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**Content:** Purpose: The purpose of this paper is to identify similarities and differences between the profiles of competences requires by labor market in professionals in Chile and Ecuador. To develop the skills profile of the future, the study used the profiles published by institutions such as the OECD (2015, 2016) and the World Economic Forum (2016) and authors as Oliva et al (2008 ).

Design/Methodology: The studies survey to 51 Human Talent experts regarding to the domain level required in six dimensions of Competences Model, such as Personal, Cognitive, Social, Sustainability, Global and Technological areas.

Results: In the case of the personal dimension, experts highlight the importance of having high levels of domain in tolerance, entrepreneurship and personal autonomy. In contrast to this part, in global- cultural dimension Chilean experts give more importance to global skills than Ecuadorian. In general despite differences in economy and levels of development between the countries, there are more coincidences that differences between profiles.

Limitations: We consider that some definitions of competences in global-cultural dimension should be review because perhaps not express totally the meaning of the competences.

Originality/Value: It's significant to academics and practitioners to know and discuss the opinions of experts about the skills of the future and the comparative in Latin America.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Labor market entry***

FR-P02-087

**The work environment, health and self-efficacy of recently graduated Psychologists in Sweden**

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**Content:** Getting off to a bad start in work life when recently graduated may affect your long-term health as well as motivation, and the transition to work life itself may take its toll. In this pilot study on recently graduated psychologists we report on their psychosocial work environment and present health and well-being. Satisfaction with their recent university education as well as present self-efficacy are investigated as moderators to their health and well-being. A survey was administered to recent alumni of six programmes for Master of Science in psychology in Sweden (n=603). The survey assessed several dimensions of the educational experience, working life, work related self-efficacy and personal health and wellbeing. Psychologists in Sweden have been shown to suffer from severe work-related stress to a greater degree than almost every other profession in Sweden. The possibility that this may in part be due to experiences related to the transition from education to work-life has been put forward, but not empirically tested. Recently graduated psychologists ( $\leq 3$  yrs) have never before been studied as a group in Sweden. The present study will give unique insights into the (work-)life of these psychologists in their early years. Data from a cross-sectional survey will be presented. As such, causality cannot be inferred. Ultimately, recommendations for supporting the health and wellbeing of psychologists and psychologists-in-training can be made. This study will shed new light on the work environment, health and well-being of the early work-life of psychologists in Sweden.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Labor market issues*

*Labor market entry*

FR-P02-086

**Selected Determinants and Consequences of the Attitudes of Female Students toward Work and Labour Market**

E. Kowalczyk\*

**Content:** The purpose of this presentation is to show selected determinants and consequences of attitudes towards work (evaluated on a bipolar scale meritocratism–etatism ) and attitudes towards the labour market (cognitive and emotional dimensions). The determinants of attitudes include the level of anxiety trait, hope for success and the belief in the zero-sum game. The consequences of attitudes include salary aspirations, negotiating techniques used and the estimated time of job search.

**Methodology.** The study was conducted using the author's own questionnaires to examine aforementioned attitudes, as well as questionnaires STAI, KNS, Belief in the Zero-Sum Game and TMOK. The research group consisted of 90 female students of economics. The study was conducted in the 2016. Tests used in analysis: r-Pearson, rho-Spearman and V-Cramer.

**Results.** It has been established that attitudes towards work correlate with anxiety, hope for success and the belief in the zero-sum game. The cognitive and emotional dimensions of attitudes towards labour market correlate with anxiety, and the emotional component correlates with the estimated period of job search, salary aspirations and negotiating techniques used.

**Limitation.** The number and homogeneity of the experimental group members limit the possibility of wider extrapolation of the research results.

**Research implication.** The study shows the attitudes of young female students toward work and the labour market in order to better shape their behaviour towards work and the labour market.

**Value.** Knowledge of the attitudes of young educated women is important in the context of equal opportunities for both sexes in the labour market.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***Labor market entry***

FR-P02-023-interactive

**Early days of working as a Psychologist: Relationship of stressors, emotional demands and social support to wellbeing**

J. Pienaar\*, E. Ranung, A. Wramsby, I. Schele

**Content:** The transition from psychology education to practice can be stressful. The investigation of psychologists' early-career work-related experiences and their relationship to well-being is therefore of interest. This study will begin to illuminate the relationships of psychologists' and psychologists-in-training's work experiences with their subjective well-being.

A survey was administered to recent alumni of six programmes for Master of Science in Psychology in Sweden (n=1077). The survey assessed several dimensions of the educational experience, working life and personal health and wellbeing.

The focus of the research is the transition from studying psychology at university, to working in supervised practice, to practicing as licensed psychologist in Sweden. This pilot study on recently graduated psychologists' reports on the relationship between early, experienced work-related role stressors and emotional demand on the subjective wellbeing (defined as consisting of satisfaction and health). Social support is considered as an important moderator.

Data from a cross-sectional survey will be presented. As such, causality cannot be inferred.

Ultimately, recommendations for supporting the wellbeing of psychologists and psychologists-in-training can be made.

Recommendations could also be made on utilizing social support in maintaining wellbeing.

This study will shed light on predictors of psychologists' work-related wellbeing.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Leadership and followership***

TH-P02-006-interactive

**Does leadership influence the different forms of work motivation the same way at all group rank? A study within the Canadian Armed Forces**

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**Content:** One of the key concepts in the Canadian Armed Forces (CAF) is leading the people. Leaders who influence others through formal authority or personal attributes can establish a positive or negative work environment. The Self-Determination Theory framework (SDT; Deci & Ryan, 1985; 2002; 2008) suggests that social context plays a key role on influencing motivation (i.e., controlled vs autonomous motivation), and, more specifically, that positive social contexts increase workers' autonomous motivation. Based on SDT, the goal of the present study was to investigate group rank differences pertaining to (1) associations between social antecedents (i.e., leaders' behaviours) with motivation forms; and (2) relationship between motivation forms with attitudinal and behavioural outcomes. Analyses were conducted on a sample of 1,391 CAF military members. As predicted by SDT, results revealed that perceived positive leadership behaviours were associated with autonomous motivation and not significantly related to controlled motivation. These associations held regardless of rank. Additionally, autonomous motivation positively predicted morale and CAF identity, which in turn, positively predicted personnel's intentions to stay in the military. Results also revealed that controlled motivation is negatively related to morale for Senior Non-Commissioned Members and positively associated to CAF identity for Junior Officers. Understanding the differential effect of leaders' behaviours on subordinates' work motivation and its attitudinal and psychological outcomes is important for the CAF and for SDT as only a few studies have assessed this relationship pattern in a military context.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership and followership*

TH-P02-044

**The configural effect of leadership styles and organizational value orientations in predicting different facets of organizational identification**

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**Content:** The purpose of this study was to investigate the configural effect of transformational leadership, transactional contingent reward, and organizational value orientations on the two different facets of organizational identification (i.e., cognitive and affective identification). The relative validity of the two leadership styles in predicting cognitive or affective identification with the employing organization was examined, as well as the mediating role of organizational value orientations. Participants were 165 working adults who filled in a battery of questionnaire measures on transformational leadership, transactional contingent reward, organizational value orientations, and organizational identification. Structural Equation Modelling (SEM) analysis showed that transformational leadership had a positive direct effect on cognitive identification and an indirect effect via innovation value orientation when controlling for the effect of transactional contingent reward. On the other hand, transactional contingent reward was more strongly associated with affective, rather than cognitive, identification and the goal value orientation was a mediator of the link between transactional contingent reward and affective identification. A limitation of the present study is the cross-sectional nature of the collected data that does not allow for making inferences about the existence of causal relations. The practical implications of these findings involve the different strategies that organizations can develop to strengthen their ties with their individual employees, which, in turn, may have a positive impact on a series of in-role and extra-role behaviors. The originality of this study concerns the finding that organizational value orientations mediate the effect of leadership styles on different facets of organizational identification.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-046

**Abusive leadership in organizations: a qualitative study**

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**Content:** Since the proposition of abusive supervision, Tepper's (2000) definition and scale have been widely used. However, this one-factor measure doesn't consider managerial characteristics of the leading process. This study goal was to explore subcategories of abusive leadership in organizations, expanding Tepper's proposition. 25 managers and 10 subordinates from different organizations were interviewed, until saturation was reached. Participants worked in distinct industries. Managers were not employee's superiors. A semi-structure interview was conducted. Lexical content analyses were performed with the execution of Hierarchical Downward Classification (HDC), conducted with Iramuteq (Ratinaud, 2009) software. This study follows a quantitative-qualitative approach. Five categories were found. The first – Intimidation – presented similar content to Tepper's scale. The other four added content related to organizational processes and managing: a) leader's focus on results, b) image and personal interests, c) control and consistency, and d) communication and relationship with the team. Although interviews were hold in a separate room, the setting for five interviews was the participant's organization and the idea of being heard can have affected participants transparency. Additionally, the validity of qualitative findings has to be confirmed by further studies. A richer understanding of abusive leadership may guide the construction of a more comprehensive measure. Amplifying the understanding can help to better measure it and guide organizational prevention and response. To our knowledge, this study is the first to investigate the categories of abusive leadership and the phenomenon within workplace scenario. Additionally, the importance of the working context for defining and measuring abusive leadership is emphasized.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-045

**The moderating role of supervisor treatment in the relationship between Community-focused climate and employee outcomes**

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**Content: Purpose:** Existing literature has suggested that employees pay attention to how the organization treats the customers and the society. In this study we examine the effect of Community-Focused Climate (CFC) on employees' willingness to support the organization focusing on the explanatory mechanisms and the boundary conditions of such relationship. More specifically, we investigate whether Perceived Organizational Support (POS) and organizational identification mediate the examined relationship. We also examine the three-way interaction among perceived CFC and two perceptions associated with supervisor treatment, namely Leader Member Exchange Social Comparison (LMXSC) and Supervisor Perceived Disinterested Support (SPDS).

**Design/ Methodology:** To explore the above issues we conducted a field study in which 259 employees working in various organizations of the country took part.

**Results:** Our results -based on bootstrap resampling- indicate that both POS and organizational identification mediate the relationship between CFC and employees' willingness to support the organization. Moreover, a three-way interaction among LMXSC, SPDS and CFC was detected regarding the prediction of organizational identification, thus affecting the mediating power of organizational identification (moderated mediation). Under low levels of LMXSC, SPDS was a stronger moderator of the effects of CFC on organizational identification.

**Limitations:** The cross-sectional nature of our study limits our ability to claim causality.

**Research/practical implications:** Our findings indicate that employees' organizational and supervisor perceptions could be examined simultaneously due to their interaction.

**Originality/Value:** Our study is the first to investigate whether social comparison and attribution processes associated with supervisor treatment moderate the impact of employees' CFC on employee reactions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

TH-P02-010-interactive

#### **Followers' Creativity Resulting from Leader Affect: Mediating and Contextual Mechanisms**

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<sup>1</sup>Kenexa, United States, <sup>2</sup>Universidad de Deusto, Bilbao, Spain, <sup>3</sup>Colorado State University, Fort Collins, United States

#### **Content: Purpose**

The current research examines whether and how perceptions of leader affect influence creative performance of followers by identifying some of the mechanisms through which these relationships occur. In particular, we examine the mediating effect of two basic psychological mechanisms through which leaders influence followers' psychological responses: task self-efficacy and engagement.

#### **Design/Methodology**

579 students at two universities – a private university in Northern Spain and a public university in the Mid-West United States – were contacted through career development managers and department-wide research pools, respectively. Participants were randomly assigned to either positively or negatively valenced leadership vignette conditions, and completed self-report surveys and creative performance tasks.

#### **Results**

Structural equation modeling provided support for the overall model. Significant paths indicate that individuals perceiving positive leader affect experienced greater levels of task self-efficacy and task engagement, which was associated with heightened creative performance.

#### **Limitations**

The limitations of the present study are the use of cross-sectional data and undergraduate student samples, which may not generalize to the working world.

#### **Research/Practical Implications**

The current study indicates that employees' creativity is not only dispositional but also a function of the psychological responses to contextual influences such as leaders' emotionality, thereby extending extant literature and providing a framework for practitioners to utilize.

#### **Originality/Value**

Although previous research has suggested that employee creativity may be enhanced by leadership, the current study uses an experimental design and investigates intermediate processes grounded in theory to further our understanding of the specific ways that these relationships occur.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-050

**A dynamic approach on the creative and innovative process of leaders: the case of startups**

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**Content:** Little is known regarding the creative and innovative process of leaders and its emotional and behavioral experience. Considering that leaders promote creative and innovative behaviors in employees and the importance of creativity for organizations, we explore in depth the creative and innovative process in leaders. We explore the phases of the process and the leaders' self-defense system, identifying flight, fight and flight behaviors. Critical incidents qualitative interview was used with 14 leaders, founders of startups (M=29.57, DP=6.41). Data was analyzed by two coders, using content analysis and NVivo 11.0 (QSR). The leaders' innovative process has five phases: identification of a problem, idea generation, idea selection, idea validation, and implementation. The idea generation phase tends to be solitary and has a single product, in the sense that one idea is generated. Verification may take place only after the implementation, reflecting the need to make decisions without being able to previously validate them with others. Leaders in this study seem to be able to regulate their fear system, adopting an exploratory mode. This seems to be associated with secure internal and external environment systems and with exploratory interests sharing system. Knowledge on these 14 leaders should be deepened, using a multiple case study methodology. Individual and contextual aspects are fundamental for the creative and innovative process of young leaders. To our knowledge, this study is the first to explore the experience of being a leader who needs to create and innovate, considering the dynamics of the leader as a self.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-049

**You are a Leader, act like one! - The Role of Congruency between Status and Action in Leadership Emergence**

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**Content:**

**State of the Art:** Previous literature has shown that high status individuals are more likely considered as leader-like in teams. Status theory predicts that high-status project leaders' teams perform better, because such leaders are perceived to be highly competent, increasing team members' motivation. Therefore, high-status leaders are more likely to stay in leadership positions, since they more often demonstrate their ability to exhibit superior performance. In this paper we make the theoretical argument that leaders should act in accordance with their status.

**New Perspectives and Contributions:** Drawing on category based evaluation theory, we argue that teams perform worse when high-status leaders do not act in line with their status, i.e., they do not act "leader-like". We suggest that such teams perform worse than teams led by a low-status or even non-leader-like leader. Hence, leaders, who do not act in accordance to their image, are likely to be misperceived by their team members, possibly creating confusion or disappointment.

**Research/Practical Implications:** In this paper we make a case that examining quality signals, such as status, alone is not enough. In order to realize all potential benefits of quality signals, leaders must act in congruence with these signals.

**Originality/Value:** While previous research has investigated the effect of congruency between different quality signals, to the best of our knowledge, we are the firsts to theorize about the effect of congruency between signals and action.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

TH-P02-008-interactive

## **Do Leadership Quotes Matter? An Exploration into the Romance of Leadership in Organizations**

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<sup>1</sup>University of Calgary, Calgary, Canada

### **Content:**

#### **Purpose**

Despite their abundant presence in our daily lives, researchers have not fully investigated the effects of leadership quotes, an artefact of leadership.

#### **Methodology**

Across three studies, we surveyed 1429 employee participants to determine if inspirational leadership quotes relating to transformational, transactional and ethical leadership styles differed from life quotes, from pseudo-profound quotes, and from a control condition, on outcome variables of meaningfulness, hypothetical leader fit, leader effectiveness, proactivity, intention to change and affect.

#### **Results**

After controlling for romance of leadership, susceptibility to persuasion, and analytical thinking, we found that transformational leadership quotes were not significantly more meaningful than ethical or life quotes, and transactional quotes were significantly less meaningful than all conditions. There were significant differences among conditions for hypothetical leader fit. Additionally, the more positive and inspirational quotes (transformational, ethical and life quotes) did not significantly account for any variance explained in leadership effectiveness, proactivity, or intention to make a change in employees' organizations. In addition, we explored the effect of pseudo-profound quotations, which elicited lower positive affect in employees, but did not differ from the other conditions for proactivity, intention to change, or leader effectiveness.

#### **Limitations**

It remains to be tested how these quotes may elicit actual behavioural change.

#### **Research/Practical Implications**

These results imply that for pertinent organizational outcomes, leaders must do more than communicate in inspirational messages, and we should instead focus on leader behaviour.

#### **Originality/Value**

To our knowledge, this is the first study of its kind to assess organizational outcomes relating to inspirational leadership quotes.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Leadership and followership***

TH-P02-047

**This is(n't) B\*llshit: Leaders gain support even with bullshit when mortality salience is high**

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**Content:** Why do people support leaders even when they are spouting bullshit? Despite the attention paid to leadership research, no research so far has explored why leaders who bullshit gain support and followership. Drawing on terror management theory, we hypothesized that individuals who are being primed with thoughts of death (i.e., increased mortality salience) are more likely to positively evaluate and support leaders even when bullshitting. In a series of experiments conducted on MTurk, we found that mortality salience increased positive leadership evaluations, support and voting for leaders such as political candidate Donald Trump (Study 1, N = 100) and CEOs (Study 2, N = 300), and this is moderated by personal need for structure (Study 1, 2 and 3). We further found a moderated mediation effect such that those high in personal need for structure, when primed with mortality salience, rated random bullshit statements as more profound via an increased search for meaning (Study 3, N = 360). These experimental results remain to be tested in the field. These results imply that leaders are not necessarily supported based on their cogency and excellence, but may garner irrational support from followers who perceive them to be profound. To our knowledge, the study is the first to systematically investigate how support for bullshit leaders can be gained.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

TH-P02-052

#### **An investigation into superiors interpersonal competencies and employees perceived supervisor support**

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<sup>1</sup>Leder- og organisasjonsutvikling, Assessit AS, Oslo, Norway

#### **Content: Purpose**

The importance of leadership for organisational effectiveness is well documented and a number of researchers have used the B5 personality framework studying effective leadership. Another stream of literature focuses on managerial competencies and effective leadership. Furthermore, within the HR literature it is argued that the employee's perceived supervisor support (PSS) is of uppermost importance for the employee's intrinsic motivation which is one of the major factors driving results in organisations. This research aims to combine these three approaches identifying managerial characteristics associated with employees PSS.

#### **Design/methodology**

Data, using validated scales, were collected from 399 managers (63.4 % males and 36.6% females) and their employees.

#### **Results**

Most of the hypotheses were supported indicating a relationship between the interpersonal competencies included in the personality tests and PSS. Furthermore, there seems to be an even stronger relationship between the interpersonal competencies included in the managerial competency model and PSS. Some correlations were above .6. A regression analysis including the interpersonal competencies Flexibility, Active Listening and Sensitivity could explain as much as 57,2 % of the variance in PSS.

#### **Limitations**

The sample in this study is young successful managers. Conducting a study with a more diverse sample could be useful.

#### **Practical implications**

Subordinates interpersonal competencies are closely related to employees PSS. These competencies seem to be better predicted from subordinates' ratings than from personality testing. This underlines the importance of including subordinates as references in the recruitment process.

#### **Originality/value**

Can provide incremental validity in selection processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-054

**Winston Churchill: Transformational Leadership Lessons from the Last Lion**

T. Harris\*

**Content:** Winston Churchill remains one of the towering figures of the twentieth century, shepherding England (and by extension Europe and the world) through one of its greatest crises, World War II. What insights and lessons can the leaders of contemporary organizations draw from the former British Prime Minister?

Scholarly explorations of Churchill and leadership commonly focus on trait-based approaches to understanding leadership, such as “Great Man/Great Woman” theories. These approaches have been criticized for their lack of relevance to the “typical” manager, and a lack of emphasis on contextual variables such as the organization, the situation and the leader’s followers. It is reasonable to surmise that constructive and effective leadership is an amalgam of individual attributes and circumstances in which leaders find themselves.

The present paper examines the behavior and job performance of Winston Churchill through the lens of transformational leadership theory (Burns, 1978; Bass, 1985; Bass & Avolio, 1997), with a particular focus on Churchill’s use of charismatic leadership techniques (Den Hartog & Koopman, 2001). Transformational leadership is typically conceptualized as the interplay between leaders and followers in which each raises the other to greater levels of morality, motivation and purpose. Crises, such as the ones that Churchill confronted during the Second World War, are often opportune times for transformational leaders to emerge. Churchill employed a group of transformational leadership techniques, such as emphasizing the importance of commitment and purpose, acting confidently and optimistically, and expressing confidence in followers.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-055

**Authentic leadership roles in employees job satisfaction, job insecurity, and intentions to quit the organisation**

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<sup>1</sup>institute of psychosocial science, university of bergen, bergen, Norway

**Content:** The present study was conducted within the maritime/offshore sector. To investigate the impact of an authentic leader on employees' psychological capital (PsyCap), job satisfaction, job insecurity, and intentions to quit the organization, mediation analyses, as well as a conditional process analyses, were conducted using data collected from an offshore organization in Norway. Findings showed that employees who perceived their leader as being authentic reported more job satisfaction and less job insecurity and intentions to quit the organizations. Moreover, results also showed an indirect effect of authentic leadership through PsyCap. Finally, the influence of the leader's authenticity did not vary depending on whether or not the captain was the employees' immediate superior. Results from this study suggest that efforts should be made to focus on the components of an authentic leader during recruitment, training, or intervention. Conclusively, employees working in the marine/offshore sector are faced with persistent fluctuations and uncertainties, and as such, results from this study suggest that an authentic leader is able to stimulate employees PsyCap, promote job satisfaction, while reducing both job insecurities and turn-over intentions among employees.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-011-interactive

**It is not only what you say, it is also how you say it: A model of nonverbal charismatic tactics**

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<sup>1</sup>University of Lausanne, Lausanne, Switzerland

**Content:**

**State of the art**

Charismatic leadership is a hot topic and considerable effort has been dedicated to define it, to test its effects, and to understand the conditions favoring its effectiveness. Research has made progress in cataloguing objective verbal markers of charisma and their consequences. However nonverbal markers of charisma have received comparatively less research attention despite the importance of delivery in charismatic signaling. In particular, it is not clear how verbal and nonverbal charisma techniques interact in producing the charismatic effect.

Our goal is to bring some clarity to the field by identifying categories of nonverbal charismatic tactics, discussing their possible consequences, and making suggestions for how they could be measured.

**Contribution and new perspectives**

We posit a new model of nonverbal behaviors that can be used as markers of charisma. These markers will be useful for researchers in terms of measurement or experimental manipulation; they will also be useful for practitioners given their training implications.

**Research implications**

This poster identifies categories of nonverbal behaviors and suggests how they should be used in conjunction with verbal charismatic tactics.

**Originality and value**

To our knowledge, this is the first paper to formalize a model of nonverbal charismatic behaviors and as such to provide common grounds for future research on charisma and nonverbal behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-043

**The influence of similar high self-esteem on the quality and agreement of leader-member exchanges**

R. Arizon - Peretz\*, G. Luria

**Content:**

- Purpose. Leader-member exchange theory (LMX) has been exhaustively researched over the past fifty years. Little has been written, however, about the personality similarities that influence this relationship (LMX). The current research examines whether similarity of a personality characteristic, i.e., self-esteem, is related to the quality of relationships and to agreement between leaders and members regarding the quality of their relationship. We hypothesized that similarity in high self-esteem elevates one's perception about the quality of a relationship - in the eyes of both leaders and members – and leader-member agreement about the quality of their relationship.
- Methodology. To test these assumptions, we sampled 62 pairs of leaders and members, in six medium-sized industrial organizations. Data were gathered via questionnaires.
- Results. One-way ANOVA analyses and  $X^2$  tests supported our hypotheses, demonstrating that similarities in high self-esteem are related to perceptions of quality about a relationship and to leader-member agreement regarding the quality of their relationship.
- Limitations. Further tests are needed to understand the extent to which our results generalize when examined in relation to other organization types and with larger sample sizes.
- Practical Implications. These results imply that by teaming managers and subordinates with high-levels of self-esteem, we might improve organizational and personal products known to be related to high LMX.
- Originality. Our theoretical contribution includes a personality factor – similar high self-esteem - which has not previously been considered as a predictor of LMX and LMX agreement.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-007-interactive

**Engagement and exhaustion among employees in non-profit organisations: Role of ethical leadership**

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**Content: Purpose:** Building on previous leadership and well-being research, the aims of the present study were to investigate the relationship between ethical leadership and employee well-being (work engagement and emotional exhaustion) within a non-profit setting. We also considered the role of trust as a potential mediator.

**Methodology:** Cross-sectional survey data was collected using an online survey from 137 employees from different Student Unions.

**Results:** Path model analysis revealed that trust in supervisor partially mediated the effects of ethical leadership and work engagement and emotional exhaustion. While trust increased work engagement and reduced emotional exhaustion, ethical leadership also had a significant indirect effect on both outcomes. An interaction between employee dedication and ratings for supervisor's ethical leadership suggested that more dedicated staff are less emotionally exhausted if their managers scored highly on ethical leadership. Leadership had less impact on emotional exhaustion when the employees felt less dedicated.

**Limitations:** The results are based on self-report and a cross-sectional sample.

**Implications:** If dedication to the job declines, this might be an early warning sign that the employee may be insufficiently supported at work, and thus prone to more stress in the future. Managers need to be able to identify early signs of over-commitment as this might trigger emotional exhaustion, and maybe even burnout. Researchers may wish to consider the role of dedication in relation to (over-)commitment and social identification.

**Originality:** This study adds to the limited literature on ethical leadership in non-profit settings.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership and followership*

TH-P02-042

**Actual vs. Perceived Competence. An Attributional Leadership Approach**

J. Nasher\*

**Content:** Research repeatedly showed the difficulty of assessing managerial competence and finding observable criteria of expertise. Success or failure have little influence on the perception of competence: Individuals can appear competent despite of failure and can seem incompetent despite of success.

Instead of objective criteria, individuals use naïve attributions in order to judge others' expertise. Increasing environmental complexity further heightens the difficulty to properly assess skills.

Despite of this lack of ability to properly assess competence, competence is nonetheless regarded as the most important trait in the professional context. In fact, as complexity grows, the need to rely on competent individuals is further increased.

By distinguishing between perceived and actual competence, judgment errors can be explained. Conversely, it appears suggestible for managers to not rely on their actual competence only but to also focus on their perceived competence.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Leadership and management*

*Leadership and followership*

TH-P02-041

**Employee's personality traits and leadership styles of managers to influence dimensions of organizational commitment**

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<sup>1</sup>University Putra Malaysia, Kuala Lumpur, Malaysia

**Content:** Nowadays, due to the benefits provided by the employee's commitment, factors that contribute to enhancement of commitment as well as the factors influencing it have been considered as an important issue. Although most of the proposed theories have focused on the results of having or lacking the organizational commitment, in this paper, we intended to present how the congruence between the leader's leadership styles and the employee's personality traits foster the commitment. To address this issue, we initially investigated that each of the Big Five personality traits are associated with which style of leadership, transactional or transformational, and found that a direct relationship exists between Big Five personality and preferred leadership style. Furthermore, we studied the effect of congruence between the preferred leadership styles by the employees and the applied leadership styles by the managers on the organizational commitment in the context of a large-sized organization, and concluded that the congruence between preferred and applied leadership style has a direct impact on the organizational commitment. The result of this study suggests a new approach to focus on follower-leader fit, in addition to attempting to make employee-job fit. Such an approach would enable organization to enhance employee's commitment through making a fit between these two factors that contribute to the development, growth and survival of the organization in today's business environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership and followership***

TH-P02-048

#### **Realistic optimism in the workplace: The (mis)match in leader-follower optimism and followers' performance**

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<sup>1</sup>Department of Management and Organization , Faculty of Economics, University of Ljubljana, Ljubljana, Slovenia, <sup>2</sup>BI Norwegian Business School, Oslo, Norway

#### **Content:**

##### **Purpose**

The aim of this paper is to examine the joint effect of leaders' and followers' optimistic and pessimistic cognitive characteristics. We focus on examining how leaders' and followers' optimism (mis)match in predicting followers' performance. We further investigate why too much of optimism and pessimism could be reflected negatively on performance in the workplace. The concept of realism is thus introduced and discussed.

##### **Design/Methodology**

We conducted an experimental study with a student sample (n=54). The study had a two-by-two (leader optimism/leader pessimism x follower optimism/follower pessimism) between-subject factorial design. In the study, we manipulated leader's optimism/pessimism and we classified the other two conditions using low/high participants' (followers') optimism/pessimism based on the split means approach.

##### **Results**

The highest levels of performance were found in two conditions: (1) when leaders' scored high in optimism and when followers' were low in optimism, and (2) when leaders' were high in optimism and when followers' were low in pessimism.

##### **Limitations**

Data were collected from a student sample, thus we cannot claim the generalizability and external validity of the results.

##### **Research/Practical Implications**

Our results have implications for positive leadership research that has considered the role of positive leader characteristics on performance, as well as the fact that both, optimists and pessimists are needed. However, the specific direction of the leaders' and followers' positivity influence on performance remained unclear, without accounting for potentially too much of optimism and pessimism.

##### **Originality/Value**

This is the first paper to examine the interactive effect between leaders' and follower's optimism/pessimism on performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership and followership***

TH-P02-051

**A study on the role of Gender in leadership styles and understanding the effect of leadership styles on the Intrinsic Motivation of Subordinates**

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<sup>1</sup>Psychology, Sunway University, Bandar Sunway, Malaysia

**Content:** In today's world identifying and developing leaders are the main concern in many industries. Though in most organisations we see the leadership is skewed to one gender, still there are leaders from both the genders in many organisations. The aim of this study was to understand whether there is difference in leadership styles among females and males based on democratic, autocratic and laissez-faire leadership styles. Leaders are directly linked with interpersonal relationship skill, decision-making skills, planning skills and so on. This study also aimed to investigate the relationship between leadership style and intrinsic motivation of subordinates. A survey method with purposive random sampling was executed. The Leadership Styles Questionnaire was distributed to 40 supervisors and the Post-Experimental Intrinsic Motivation Inventory Questionnaire was distributed to 120 subordinates who both worked in an Accounting department or an Accounting firm. For leadership and gender, results indicated that female supervisors adopted more a democratic style whereas male Supervisors were not significantly different in their leadership styles. The results related to leadership styles and intrinsic motivation, indicated that both democratic and laissez-faire leadership styles were positively related to intrinsic motivation and autocratic leadership style was not related to intrinsic motivation. Thus, the study shows that the females occupying leadership position does not opt for democratic style rather than autocratic or laissez-faire, and also are successful in motivating their subordinates intrinsically through their democratic leadership style. Male supervisor doesn't fit themselves significantly to any on type of leadership style and usually adapt style suitable for the situation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Occupational and organizational safety***

### ***Leadership and safety***

SA-P01-014-interactive

#### **Promoting safety leadership in research environments: The role of principal investigators**

S. Guediri\*, P. Seechurn<sup>1</sup>, R. Valentine<sup>1</sup>

<sup>1</sup>University of Manchester, M15 6PB, United Kingdom

#### **Content: Purpose**

Recent safety incidents in Europe and the US, including fatal accidents, highlighted the need for universities to examine their status of safety. The study focuses on Principal Investigators (PIs) as a group that has received limited attention in Higher Education institutions' approach to safety. PIs' intermediary position between senior leadership and front-line research staff means they have the potential to positively influence safety.

Aims:

- 1) To explore PIs' perceptions about their role as safety leaders
- 2) To understand facilitators or hindrances to PIs' engagement in safety leadership
- 3) To identify leadership practices that PIs can use to enhance research safety

#### **Methodology**

Interviews with 26 PIs from two Universities were conducted. The objective of safety was not revealed when inviting participants. Thematic coding was used to analyse transcripts.

#### **Results**

Results identify distinct leadership practices that PIs adopt to lead on safety. Results indicate PIs view that the value of safety in the research environment differs from other working environments (e.g., research "needs" risk).

#### **Research/Practical Implications**

The research provides guidance for PI development and safety policy making within the Higher Education sector.

#### **Limitations**

Safety is a socially desirable topic and self-report interviews can be subject to impression management. Data from research group members would provide further insight.

#### **Originality/Value**

The study explores PIs as a previously untapped source for improving safety. The findings are relevant because Higher Education Institutions are facing the challenge to sustain a safe research environment whilst meeting pressures of an increasingly competitive education market.

**Disclosure of Interest:** S. Guediri Conflict with: The research was sponsored by The Leadership Foundation, P. Seechurn: None Declared, R. Valentine: None Declared

**Keywords:** None

## ***Interventions***

### ***Leadership development***

TH-P02-013-interactive

## **Enacting Effective Mentor Behaviors: What Experienced Mentors Report They Do Depends**

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<sup>1</sup>Northern Illinois University, DeKalb, United States

### **Content: Purpose**

This study follows up on a qualitative analysis of what mentors report *doing when mentoring* via a policy-capturing design to analyze mentor ratings under different contingency situations.

### **Design/Methodology**

Previously, we conducted 28 mentor interviews, and through extensive coding identified 758 enactments (nuanced, descriptive behaviors) organized into 24 mentoring objectives by 32 broad actions. Here, we had 209 experienced mentors first rate the importance of eight of those objectives, then endorse a subset of eight enactments in various combinations of specific mentoring objectives, the length of the mentoring relationship, and mentee competency.

### **Results**

Our results show that mentors set different mentoring objectives depending on whether the mentoring relationship was new or established. More interestingly, what mentors *do* does depend on their mentoring objective, mentee competency, and relationship length.

### **Research/Practical Implications**

This is the first study that links mentor behaviors to their mentoring objectives and broader situational characteristics. Besides answering research calls for more nuanced studies of mentor behaviors, our results (and enactments database) can be used to design training programs to improve mentor effectiveness.

### **Originality/Value**

Although good mentoring can be a flexible and powerful tool for many desirable employee and organizational outcomes, the specific behaviors that constitute maximally effective mentoring have been rarely studied, and thus not empirically well-defined. There have been multiple calls in the research literature for a more nuanced understanding of what constitutes mentoring, and whether or not it depends on contextual factors. Our multi-year mixed-methods investigation addresses this gap of what effective mentors do.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Leadership development***

TH-P02-066

## **Promoting Workplace Health Literacy of Managers: Perspectives of Experts and Managers**

S. Fiedler\*, T.-K. Pfortner, H. Pfaff

### **Content:**

#### **Purpose**

Managers have been neglected in research on health literacy, although they are exposed to high work demands and are in the position to influence wellbeing of employees. Health literacy enables each individual to take decisions in everyday life that will have positive effects on health. The purpose of this qualitative study was to explore the construct of health literacy among managers, to identify which factors influence health literacy and to assess the perceived need for action.

#### **Design / Methodology**

From June to September 2015, semi-structured interviews were carried out with 13 experts (health/personnel management) and 10 managers in two German IT firms. All interviews were digitally recorded, fully transcribed and analyzed using the qualitative content analysis of Mayring.

#### **Results**

The findings reveal that managers usually have adequate levels of general information about existing health topics and the relevant problems, but that even those who devise strategies often fail in implementing health-literate behavior. The findings show that strengthening of managerial self-awareness and self-regulation, promoting mental health and fostering open and trusting communication are essential.

#### **Limitations**

Since this was an exploratory study and consists of a small number of interviews, the findings have limited broader generalizability. But they provide a rich insight for future investigation across managers, companies and sectors.

#### **Research /Practical Implications**

The results can be used to inform implementation strategies to promote workplace health literacy.

#### **Originality / Value**

This study offers new insights into the field of health literacy research by directly accessing the views of managers and experts.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

TH-P02-064

#### **Evolved sex differences in leader behavior: Are women leaders feminine?**

R. A.-M. Palmer <sup>1,\*</sup>

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#### **Content: Purpose**

The industrialized world frequently complains about the uneven distribution of gender in high leadership positions based on the assumption that women differ in an advantageous manner from men in their leadership behavior. However, studies investigating sex differences in leadership usually focus on leadership styles, finding little or no evidence for significant differences. By taking an evolutionary psychology approach instead of focusing on leadership styles, I assessed whether male and female leaders demonstrate evolved sex-specific differences in behavior.

#### **Design/Methodology**

Applying an ethnographic research design, I conducted a semi-covered participant observation in four restaurants of a global system catering company of which two were led by male and two by female managers. I systematically compared their behavior in the categories hierarchy-orientation, community-orientation, interest in systems, interest in people, aggression, and empathy.

#### **Results**

The results support already existing evidence that women leaders do not behave in gender-stereotypic ways. However, male leaders, too, deviated from the predicted male-typical behavior by demonstrating more female-typical behavior than the women leaders.

#### **Limitations**

Due to the small number of leaders observed the findings should be complemented by large-scale, quantitative investigations.

#### **Research/Practical Implications**

The findings support the notion that industrial structures and organizational cultures are still discriminatory in nature, making it difficult for women who behave in compliance with their sex to succeed in their managerial career aspirations.

#### **Originality/Value**

The study offers insights into sex differences in leader behavior from a completely new perspective based on evolutionary psychology, integrating human phylogeny, ontogeny, adaptations, and biological mechanisms.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership Development*

TH-P02-014-interactive

**Participant Self-Assessment in Development Center Performance**

R. Powley\*

**Content:** Self-assessment has been studied extensively in relation to 360-degree feedback but much less so in relation to assessment center methodology. The purpose of the current study is to look at the impact of participant self-assessment on performance in development assessment centers. The study involves 19 centers with 206 executives conducted over a seven-year period for a global biotech company. Participants' self-assessments occurred over a two-day period allowing the use of correlational and time-series design to examine the impact on performance over time. The redundant nature of the center design is conducive to the determination of whether self-assessment affects performance differentially for certain exercises (e.g., role plays, group discussions, and presentations). The study also provides a control group of participants without a self-assessment component.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Leadership and management*

*Leadership Development*

TH-P02-060

**The effect of ethical leadership on work engagement and emotional exhaustion of Italian employees: Testing the mediating role of perceived control**

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<sup>1</sup>University of Verona, <sup>2</sup>KU Leuven, Belgium & University of Verona, Verona, Italy, <sup>3</sup>KU Leuven, Belgium, Leuven, Belgium

**Content: Purpose:** The first aim of this study is to examine the effect of ethical leadership on work engagement and emotional exhaustion. A second aim is to determine the extent to which perceived control mediates the association between ethical leadership and these outcomes. **Design:** Data was collected from 80 employees who were working in the pharmacy company of Prodeco Pharma in Italy. Participants completed scales on ethical leadership, work engagement, emotional exhaustion and perceived control in a cross-sectional study. **Results:** As hypothesized, ethical leadership was positively associated with work engagement and negatively associated with emotional exhaustion. Furthermore, the mediation test showed that the association between ethical leadership and work engagement is mediated by perceived control; however, perceived control did not mediate the association between ethical leadership and emotional exhaustion. **Limitation:** Using only a cross-sectional research design may undermine the generalizability of findings to larger samples. **Research implication:** Employees with higher perceived control might be more influenced by an ethical leader. **Value:** These findings revealed that perceived control can be considered a personal resource between ethical leadership and outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

TH-P02-059

**Coaching in a transformational leadership intervention: a longitudinal study in a Norwegian context**

S. Ytterstad\*

**Content:** In this study we conducted a field-based mixed method study designed to examine the effectiveness of using coaching as an intervention technique for training leaders in Transformational leadership theory (Bass & Riggio, 2006). We used MLQ 5x (Avolio & Bass, 2004) to identify behavioural changes in each leader's transformational leadership behaviour before and after intervention. Each leaders were offered three hours of coaching, which had intervals over a period of five weeks.

Bases for the coaching was data from MLQ 5x. Thereafter was the data from the MLQ 5X analyzed together with the leader. The discussion ended up in a development plan, were the leader committed her/himself to train on certain skills within Transformational leadership.

The result showed an increase in transformational leadership behaviour from pre-test to post-test in the intervention group ( $N = 70$ ), but not in the control group ( $N = 55$ ). Specifically, an improvement was obtained for Idealized Influence (Attributes) and Intellectual Stimulation. Laissez-faire leadership, however, decreased from pre-test to post-test. In interviews half a year after the intervention, 50 % of the leaders reported the coaching part as "*very important*" in their development into Transformational leadership. 43 % of the participants reported the coaching "*somehow*" important and for 7 % the coaching was "*not at all*" important. To our knowledge, this study is the first to systematically analyze the use of coaching in a developing process of Transformational leadership.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership Development*

TH-P02-061

**Leadership Dimensions: An Empirical Integration into Four Meta-Categories of Leadership**

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**Content: Purpose:** Due to the vast amount of leadership theories developed over the years, previous research has sought to integrate approaches into a comprehensive model of leadership. The purpose of this study is to empirically test four meta-categories of leadership (task, relation, orientation, and passive leadership) originally proposed by DeRue, Nahrgang, Wellman, and Humphrey (2011).

**Design/Methodology:** Based on data from a sample of 510 German employees, confirmatory factor analysis was conducted to test the theoretical model.

**Results:** Results showed that the four meta-categories of leadership fit the data well, and thus can be supported empirically.

**Limitations:** One out of eight leadership constructs was under-represented in the measurement model. Due to reliability assessments and consequent adjustment of the scales, the recommended amount of items needed for reliable and valid confirmatory factor analysis was not reached in this case.

**Research/Practical Implications:** This study empirically integrates leadership constructs into a clear-cut model of leadership considering both positive and negative facets. Thus, it seeks to contribute to developing a more complete perspective on leadership for research and practice alike.

**Originality/Value:** An important contribution of this study is the empirical support for the meta-categories by DeRue et al. (2011) as a meaningful way for organizing leadership constructs.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

TH-P02-065

**"The apple doesn't fall far from the tree": positive parenting and successful leadership**

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<sup>1</sup>Vytautas Magnus University, Kaunas, Lithuania

**Content: Purpose.** Impact of early experience on leaders' development was ignored for quite a long period of time. Up-to-date research admits that subtle parenting practices from childhood can be an important contextual variable for the prediction of a particular leadership behavior in adulthood (Murphy, Johnson, 2011; Oliver et al., 2011). However, parenting – leadership fit can't be studied apart from the satisfaction with parents (Huang, Wang, Hie, 2014). Therefore, the main aim of the study is to identify how satisfaction with parents and perceived parenting style could predict self-assessed leadership style.

**Design/ methodology.** 138 managers (46 percent men and 54 percent women) from 13 public and private sector organizations filled in online-based questionnaire. Hierarchical taxonomy of leadership behaviors, Parenting styles and dimensions questionnaire and Parental scale from The adolescent family life satisfaction index were used as the main instruments in the survey.

**Results.** Only authoritative parenting style was related to task and relation oriented leadership behavior in adulthood. Moreover, leaders who were more satisfied with parents led by an example of their parents. Satisfaction with parenting was a better predictor of leadership style than parenting – leadership fit.

**Limitations.** Only leaders' self-report was used for the assessment of leadership style in the research. Employees' opinion about their leaders could offer additional valuable information.

**Research/ practical implications.** Positive parenting contributes not only to psychologically healthy childhood, but also predicts successful leadership practices in adulthood.

**Originality/ value.** Data confirms that contemporary analysis of leadership development requires synthesis of child developmental and organizational psychology.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Leadership and management**

**Leadership Development**

TH-P02-062

**International Corporate Volunteering –  
a reasonable tool to develop management competencies?**

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**Content: Purpose** International Corporate Volunteering (ICV) refers to the practice of engaging employees in service projects abroad while investing in leadership development. The purpose of the study was to identify if ICV-programs offer skills development opportunities for managers and how corporations profit from the newly developed competencies of the managers. Moreover, the study focused on the question if corporations already actively conduct human resources development programs.

**Design/Methodology** To identify the positive impact of ICV-programs a qualitative study was conducted. Therefor eleven managers, mostly working in international corporations, were interviewed. The evaluation resulted from a qualitative content analysis.

**Results** Findings reveal that there is a considerable increase in management competencies. Managers obviously tend to become more adjustable, - and team-minded. They are able to reflect upon themselves differently and behave more empathic in intercultural teams. In total, most of the managers enhanced their personal and communicative abilities.

**Limitations** Restrictive needs to be mentioned that only a small number of managers participated in the survey.

**Practical Implications** Although personal and communicative abilities are deemed to be necessary prerequisites for intercultural management tasks there is still a vast ambiguity as to the conceptualization of ICV-programs in corporations. Exactly those needed to be integrated more beneficial into the leadership development.

**Originality/Value** Whereas several studies concerning domestic corporate volunteering projects have already been published this is one of the first studies concentrating on international attempts. It is a valuable resource for companies proposing to invest in leadership development.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

TH-P02-012-interactive

**The Influence of Leader's Personality on Charismatic Leadership of Academic leaders**

K. Janyam\*

**Content:** The charismatic leadership construct has been under debate in the last decades. To shed more light on this issue, we conducted a cross sectional study examining the charismatic leadership and their links to leader personality in order to gather empirical evidence of the influence leader's personality on the charismatic leadership. Accordingly, the current study aim to investigate the influence of leader's personality on charismatic leadership. Charismatic leadership of leader and the Big Five personality were measured in a sample of 217 the subordinate staffs in the university located in Songkhla province, south of Thailand. The online questionnaires were used for data gathering. Regression analysis was used for data analysis. First, the results showed that the Big 5 personality traits were significantly and positively influenced the charismatic leadership ( $R^2=.42$ ,  $F=30.86$ ,  $\text{sig}=.000$ ). More specifically, the results indicated that conscientiousness was the most strongly related to overall charismatic leadership ( $\beta=.40$ ,  $t=6.62$  sig.  $=.00$ ). Interestingly the results showed that conscientiousness had a strongest influenced on all sub-dimension of charismatic leadership i.e. inspirational motivation ( $\beta=.39$ ,  $t=6.31$  sig.  $=.00$ ), idealized influence-behaviors ( $\beta=.42$ ,  $t=6.81$  sig.  $=.00$ ) and idealized influence-attributes ( $\beta=.33$ ,  $t=5.27$  sig.  $=.00$ ). These findings emphasize the importance of examining the charismatic leadership separately to gain a deeper understanding of the nature and the antecedents of the leader's behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Leadership Development***

TH-P02-058

**A cross-cultural examination of leader stereotypes**

M. Clapham\*, K. Thomason

**Content:**

The purpose of this study is to examine how leader age and gender affect perceptions of leaders across cultures.

Research using the "think manager, think male" paradigm established by Virginia Schein shows that characteristics associated with successful managers are generally ascribed more frequently to men than women. Research on this topic, however, has limitations. First, most research using Schein's paradigm has been conducted with North American participants. Second, previous studies have examined stereotyping of "managers" rather than "leaders." Third, these studies have not examined how age of the leader might affect perceptions.

Using a variation of Schein's original paradigm, participants are randomly assigned to one of five conditions. In each condition they rate a leader on 118 adjectives. Each condition describes the leader as one of the following: male leader over the age of 50, male leader under the age of 40, female leader over the age of 50, female leader under the age of 40, and successful leader. English speaking participants from across the globe are recruited through an online survey tool, Amazon Mechanical Turk. Adjective ratings from each participant are combined into 5 leadership dimensions: agentic, communal, task-oriented, relation-oriented, and transformational. Data from participants are then grouped by world region. Within region, MANOVAs are conducted to reveal overall effects of condition by leadership dimension. Post hoc Bonferroni tests then reveal specific differences across conditions within region. Patterns of results across regions are examined. Implications for leadership selection and development, as well as limitations and directions for future research are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Leadership Development***

TH-P02-063

#### **The role of the leader on employee retention: The impact of Authentic Leadership on Intent to Leave**

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<sup>1</sup>Coventry University, Coventry, United Kingdom

#### **Content: Purpose**

Nowadays, more than ever, organisations face a fierce competition not only to attract but especially to retain the most talented professionals. In this scenario, the behaviour of leaders and managers may be fundamental in employee retention. This study aims to explore the impact of a specific type of leadership, authentic leadership, on intent to leave.

#### **Design/Methodology**

To explore the impact of authentic leadership on intent to leave, we have conducted a survey with professionals from two different companies (N=129).

#### **Results**

The results show that professionals that see their leaders as being more authentic present a lower intention to leave. Considering authentic leadership components, only moral perspective showed a significant impact on intent to leave. However, balanced processing showed a marginally significant impact on intent to leave.

#### **Limitations**

Some issues usually related to the use of a common method may be appointed in this study. To avoid this limitation, it could be interesting, in the future, to assess the extent in which the respondents that showed a high willing to leave effectively did it.

#### **Research/Practical implications**

This study sheds light on the importance of authentic leadership and two specific authentic leadership components: moral perspective and balanced processing, on intent to leave. At a practical level, this study suggests that leaders should assume behaviours consistent with these two components in order to retain their employees.

#### **Originality/Value**

Although the literature available on Authentic Leadership is quite extensive there are not, to the best of our knowledge, studies that specifically relate this type of leadership with the intent to leave.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Leadership Development***

TH-P02-056

**Ascending to the top: What can female executives do to earn respect?**

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**Content:** - · Purpose

Female executives often find it difficult to earn respect in a male-dominated workforce, and hence, face difficulties in ascending to senior positions. While this problem is recognized, little has been done to investigate the role of respect in women executives' career development. To fill this void, we propose a model linking specific characteristics and behaviors of female executives to perceptions of leadership respect and career advancement. We also examine how this chain of relationships can be undermined in a strong male-dominated environment.

- · Design/Methodology

We sampled 250 employees and 50 of their female executives. Two separate online surveys were administered to employees and executives respectively.

- · Results

We found that female executives who were respected by followers because of certain respect inducing traits and behaviors were more likely to be promoted than those who were not. However, respectful female executives' chance to be recognized and promoted were, as predicted, undermined in a male-dominated firm.

- · Limitations

We adopted female executives' self-reported on career advancement. Views of their peers and supervisors can be incorporated. Also, the cross-sectional nature cannot establish the cause-effect relationship of our findings.

- · Research/Practical Implications

This study contributes to the leadership theories and the results have implications to the design of female executive training. The training should emphasize on the traits and behaviors we identified to make female executives more respected and hence more likely to be promoted.

- · Originality/Value

This study is the first to systematically investigate how female executives earn respect and its impact on their career advancement.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Leadership and management*

*Leadership Development*

TH-P02-057

**Examining the links between leadership styles and mindfulness.**

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**Content: Purpose:** Authentic and servant types of leadership have both been associated with a number of positive consequences for employees and organizations (Gardner et al., 2011; Hu and Liden, 2011). Although complementary in nature, authentic leadership is characterized by an ability to behave transparently and consistently with one's values, whereas servant leadership refers to the ability of placing the needs of others above one's own. In attempts to develop such skills among managers, many organizations rely on mindfulness training, a method that is rapidly gaining in popularity. Given the dearth of studies on mindfulness and leadership styles (Baron, 2012), the primary aim of this study is to determine whether such links exist and to uncover how other individual variables (i.e. authenticity) relate to these styles of leadership.

**Design/Methodology:** The total sample consists of two separate samples of managers (total n = 85) enrolled in a 12 to 18 month mindfulness training program.

**Results:** Both authentic and servant leadership were positively associated with mindfulness and authenticity.

**Limitations:** A principal limitation lies in the use of correlational analyses, which necessarily limit causal inference and provide no information as to the temporal sequencing of variables.

**Research/Practical implications:** The findings suggest that the popularity of mindfulness training in leadership development appears warranted given its associations with authentic and servant leadership.

**Originality/value:** This study adds to the very few studies assessing the links between mindfulness and leadership style.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Management of emotions at work***

TH-P01-094

#### **The Influence of Perceived Constructive and Destructive Leadership on Employee Well-Being and Ill-Being: The Mediating Role of Self-Conscious Emotions**

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<sup>1</sup>Dublin Institute of Technology, <sup>2</sup>Dublin City University, Dublin, Ireland

#### **Content: Purpose**

This study investigates the influence of experienced leadership (i.e. transformational, abusive) on a taxonomy of employee well-being (i.e. *job satisfaction, engagement, workaholism, burnout*) and the mediating role of follower affect and the self-conscious emotions of shame, guilt, and pride.

#### **Design/Methodology**

Cross sectional data was collected from two diverse studies. Study 1 was conducted in a Japanese multi-national firm (n=183), and Study 2 in an Irish local government emergency response organisation (n=237).

#### **Results**

Both studies found that perceptions of transformational leadership positively predicted well-being (job satisfaction, engagement) and negatively predicted ill-being (burnout). In Study 2, perceived abusive supervision was negatively related to job satisfaction and engagement. Across both studies, abusive supervision was positively related to ill-being (workaholism and burnout). In addition, relationships between perceptions of constructive or destructive leadership styles and follower positive and negative emotions were broadly similar in both studies. In Study 1, the findings showed that follower pride and positive and negative affect (PANA) act as emotional pathways through which constructive and destructive leaders influence follower well-being (i.e. engagement) and ill-being (i.e. working compulsively and burnout).

#### **Limitations**

Future studies should use diary studies to avoid the limitations associated with cross-sectional data including the risk of common method variance.

#### **Research/Practical Implications**

The findings identify the important role of the leader in influencing follower emotions and well-being and ill-being.

#### **Originality/Value**

We are not aware of any other study which has simultaneously tested the influence of perceived constructive and destructive leadership on the taxonomy of employee well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Emotion in the workplace***

***Management of emotions at work***

TH-P01-093

**Silencing of the academic voice: The personal and professional impact on the academic.**

B. Ryan\*

**Content: Purpose**

Contemporary research on voice and silence has been carried out in a variety of settings in the public and private sectors (Detert et al, 2014) but there is a dearth of research into the voice of academics in post 1992 universities. There is ample research on New Public Management (NPM), managerialism and the marketization of Higher Education (HE) but little on the impact of these policies on the voice of the academic (Wilson, 2001). Academics, once a powerful group of professionals, have experienced an erosion of autonomy and an increase in managerial control (Farrell and Morris 2010). This research explores the extent to which academics are silenced in the current Higher Education environment.

**Design/Methodology**

This is a small in depth study involving ten experienced (minimum 5 years) middle ranking (AC4/principal and AC3/senior lecturers). Snowball sampling was used to obtain one hour interviews. This is sensitive research because 'there are potential consequences or implications, either directly for the participants in the research or the class of individuals represented by the research' (Lee, 1993:4).

**Results**

Early results indicate academics who dissent from the dominant discourse experience powerlessness, marginalisation and loss of professional identity. Associated health issues are sleeplessness and loss of confidence.

**Limitations**

All data was collected from one institution using snowball sampling.

**Research/Practical Implications**

There are implications for HE managers and policy makers as experienced academics withdraw from the dominant discourse.

**Originality/Value**

This study highlights the loss of diverse views within HE and the marginalisation of academics who voice dissent.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Emotion in the workplace***

### ***Management of emotions at work***

TH-P01-095

**How does social rejection impact an individual's emotions? Capturing discrete negative emotions in real time.**

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#### **Content: Purpose**

The purpose of this study is to examine how social rejection affects individuals' discrete negative (e.g., anger, frustration, fear, sadness etc.) and positive emotions (e.g., joy, surprise, etc.) and their loyalty to the group.

#### **Design/Methodology**

In our study, we ask questions about the participants' subjective state (i.e., anger, frustration, enthusiasm, etc.), their perceptions of aggression, and if they are committed to the group after experiencing social rejection by using Experience Sampling Method (ESM). The participants (n=120) are put into three conditions, which are: control group, supportive group, and non-supportive group. The inclusion criterion is: current University of Otago business and psychology students who are over the age of 18.

#### **Results**

The findings of the study will reveal the effects of repeated exclusion on discrete emotions and their impact on group loyalty.

#### **Limitations**

We are cognizant of losing the context of individuals' experiences when using this sampling procedure. Additionally, we acknowledge that participants may underreport or hide their true affective state. We are only focused on specific aspects of their experience, which means that they are likely additional factor that contribute to the outcome that we are assessing.

#### **Research/Practical Implications**

The practical implication of this study would be the understanding of an individual's experience of rejection and how they regulate their emotions during the aggressive event when reporting it to their human resources department. Additionally, how organisations should respond to attenuate rejection and promote positive emotions, which in turn, increases job performance/satisfaction.

#### **Originality/Value**

This study adds to the current aggression literature by examining an individual's momentary affectivity in live time (i.e., using experiential sample method) when experiencing aggression.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Managing change***

TH-P02-068

#### **When and why is an organizational intervention process effective? Exploring context factors of a lean healthcare intervention**

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<sup>1</sup>Public and Organizational Health, University of Zurich, Zurich, Switzerland

#### **Content: Purpose**

Although lean in health services is an emerging field in which the number of publications increase continuously (Brandao de Souza, 2009), most studies fail to explain the influence of contextual factors on the effectiveness of lean interventions (Ul Hassan et al. 2013). Furthermore, lean interventions sometimes show inconsistencies and contradictory effects (Brännmark & Håkansson, 2012). Besides evaluating intervention-outcome-relations alone, it is therefore needed to explore the process and contextual factors of an intervention (Fridrich, Jenny, & Bauer, 2015).

#### **Design/Methodology**

Data from a lean health intervention of a university hospital were used. Employee surveys covered job demands, job resources, wellbeing at work and team climate as context variables. Representatives from 29 nursery wards took part in the four-day lean workshops. At the end of the workshops, participants evaluated the process appraisals.

#### **Results**

Preliminary analysis show that job resources, wellbeing at work and team climate relate to process appraisals. Furthermore, differences between workshop participants in contrast to all staff members were found.

#### **Limitations**

Results are based on quantitative data. However, qualitative data would foster a more in-depth understanding on context and process perceptions.

#### **Research/Practical Implications**

Contextual conditions play a crucial role in explaining organizational intervention processes and finally the prediction of the effectiveness of the change transition. The consideration of context factors will improve evaluation research and promote designing appropriate interventions fitting to the organization.

#### **Value**

This study bridges a gap in intervention research by linking the relations between context and process appraisals.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Managing diversity***

TH-P02-069

**Women employees in universities: A bad case of under-appreciated leadership potential.**

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**Content: Purpose:**

The disadvantages women face in the workplace are frequently discussed but rarely put right. This paper uses descriptive data from a large sample of women working in higher education to identify the extent and ways in which they report undertaking leadership activities in their work, and what blocks or facilitates them in doing so.

**Design/Methodology:**

An online mainly quantitative survey of 1576 women in academic and professional services jobs in the higher education sector in the United Kingdom and Republic of Ireland. In-depth interviews with ten women, and four of their mentors.

**Results:**

The women consistently assessed their leadership abilities positively, especially but not only regarding interpersonal interaction and facilitation. They reported undertaking considerable leadership in their work beyond their job description but reluctance to seek rewards for this. There was some evidence of the “glass cliff” of being put into impossible situations. They experienced their workplace cultures and processes as women-unfriendly in some respects, especially in Ireland. Academics reported more negative experiences than professional services staff.

**Limitations:**

We do not have objective information about the leadership skills and activities of respondents. Many of the respondents were undertaking a leadership course, so may not be typical (though they were not very different from a comparison group).

**Research/practical Implications:**

Women in higher education are undertaking considerable “below the radar” leadership activities in what they perceive to be a somewhat inhospitable hostile workplace culture. Systemic changes are required so that these contributions are more often identified, supported and rewarded.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Managing diversity***

TH-P02-070

**Some of my Best Friends at Work are Millennials: Leader-Member Exchange in the Face of Evolving Generational Diversity in the Workplace**

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<sup>1</sup>Management, Texas Tech University, Lubbock, United States

**Content: Purpose.** The purpose of this study is to explore leader-member exchange across Baby Boomer, GenX, and Millennial generations.

**Design/Methodology.** A total of 132 US employees were interviewed with 22 leaders and 22 followers of each generation. These interviews were coded for patterns of action and interaction.

**Results.** We found that GenX workers believe work is less important than both Baby Boomers and Millennials. Differences between generations were found in perceptions regarding leader-member exchange and its four dimensions: affect, loyalty, contribution, and professional respect. GenXers were intent upon their followers following directions and simply doing what they are told. Baby Boomers and Millennials exhibited more interest in a follower's exhibition of independence and their ability to give and receive feedback. Our data showed little evidence from the Millennial transcripts that supports entitled/narcissistic tendencies. We found little evidence of illwill toward Millennials from the Baby Boomers but some evidence from the Gen Xers.

**Practical Implications.** Baby Boomers were more willing to work with Millennials than GenXers were, stating excitement for the opportunity to learn those who are young and eager to have more experiences. Many Baby Boomers also preferred to have younger leaders.

**Originality/Value.** We believe this is the first study of LMX across multiple generations, and we offer that understanding the characteristics of the millennial generation and how they lead and wish to be led is a critical step in managing the way business is conducted in today's fast-paced and digital environment, and how all generations may thrive at work.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Leadership and management***

### ***Managing flexibility***

TH-P02-072

#### **Taboo in organizations: three factor measurement of taboo topics.**

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#### **Content: • Purpose**

There are many sensitive topics in organizations which are tackled with wariness or not discussed at all. They are taboo in a sense of sacrificing individuality for the sake of the group. When beliefs about taboo topics are socially shared then climate of silence emerged. This is a main obstacle to plurality. We assumed that there are three sensitive domains: innovation, counterproductive behaviors of others and unjust treatment.

#### **• Design/Methodology**

563 members of different organizations were asked to learn the vignettes. They were questioned about the probability of being silent in the troublesome situations.

#### **• Results**

The confirmation analysis of the data shows that the hierarchical three factor model is well fitted to the data (RMSEA – 0,064, CFI – 0,91). The results of the correlation-regression analysis confirmed that employee do not suggest innovation because they do not want to violate status-quo and doubt that improvement is at all possible. Contr-productive behaviors of others as well as experienced injustice are not voiced in fear of the negative consequences both for oneself and others. The analysis on the organizational level shows that the more inclusive the leader the more silence could be expected.

#### **• Limitations**

The results are to be validated in a different group.

#### **• Originality/Value**

This is the first measurement of the sensitive topics in organizations.

#### **• Research/Practical Implications**

The practical usefulness of the taboo measurement appears to be in the diagnostic domain.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

FR-P01-048

#### **The impact of Psychological Empowerment (PE) with regards to empowering employees.**

R. Huq\*

**Content:** A number of studies reveal that the impact of Psychological Empowerment (PE) on employees' locus of control, self-efficacy and self-esteem with regards to employee empowerment is underestimated. Several authors agree that psychological empowerment is important and can have a positive influence with regards to employee empowerment. This research study titled: 'An investigation of what employee empowerment means in theory and in practice' (Huq, 2008) reports that knowledge drawn from the management literature proved unsatisfactory both at the conceptual and practice levels, with regards to the understanding of employee empowerment, hence, it was deemed necessary to draw knowledge from another discipline, namely, social work, where empowerment is an important construct.

The merging of key themes from both the disciplines gave birth, first, to the *'kaleidoscope of themes'*, Huq's Model C, and ultimately a 'framework for implementing employee empowerment' described as Huq's Model of Employee Empowerment, Huq's Model D (Huq, 2015), to assist in achieving Psychological Empowerment (PE).

#### **References**

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**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

FR-P01-049

#### **On Framing Strategic Change: The Dynamics Underlying Cognitive Inertia and Change**

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<sup>1</sup>Vlerick Business School & Ghent University, Ghent, Belgium

#### **Content: Purpose**

Cognitive inertia refers to decision-makers' incapacity to timely challenge existing cognitive frames in a context of disruptive change, resulting in a lack of adaptation of those frames and, ultimately, strategic inertia. We extend theory on cognitive inertia by exploring decision-makers' framing processes and their continuous evolution in response to change. As such, we study the evolutionary process of framing change and unpack how framing processes relate to either cognitive inertia or adaptation.

#### **Methodology**

Adopting a grounded, interpretative case-study approach, we examined the micro-level framing processes of two media groups' decision-makers (in speeches, interviews, column, etcetera, from 2000 to 2014) as they attempted to cognitively grasp the implications of digitalization and develop strategic responses.

#### **Results**

We developed a typology of framing processes, consisting of nine types of framing processes (from frame stretching to frame blending). By mapping the sequential interrelations between these framing processes, thus tracking the evolutionary process of framing change, we identified four mechanisms that prompt either cognitive inertia or cognitive change.

#### **Limitations**

Our findings need further validation in different industry contexts and with regards to different types of innovation.

#### **Research Implications**

Our study helps scholars explain how to cognitively grasp and act upon the implications of change driven by technological innovation.

#### **Value**

This study adds to a recent stream of research that considers cognition to be a dynamic process of meaning construction, whereby meaning is created via the use of framing processes. We underline the role of language as a strategic element in organizational change processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Managing organizational change***

FR-P01-008-interactive

#### **Organizational change: Threat or challenge?**

#### **The role of entity and event justice in employees' change appraisals**

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**Content:** Justice is especially salient in times of organizational change. Indeed, because uncertainty is a main characteristic of practically any change, employees are more likely to seek information about fairness when organizational change is initiated. This research aims to evaluate the effects of overall perceptions of organizations' fairness (social entity justice) and change-related fairness (procedural, distributive, interpersonal and informational event justice) on employees' threat and challenge appraisals of organizational change.

Data were collected, in a Belgian company during a context of organizational change, by means of a three-wave longitudinal survey. Our final sample consisted of 704 employees.

Social entity justice is positively related to all dimensions of event justice. Procedural justice is in turn negatively related to threat appraisal while distributive justice is positively related to challenge appraisal. Social entity justice is also directly negatively to challenge appraisal.

To measure event justice perceptions, we asked respondents to recall retrospectively the most important change experienced in the last six months. Another limitation is the extent to which our results are generalizable.

Organizations should foster a feeling of fairness among their employees, because employees' global judgment of justice about their organization influences the way they interpret the fairness of experienced or subsequent change. The fairness concerning both outcomes and procedures is also crucial in the challenging or threatening experience of the change.

Looking at the organizational justice literature, social entity justice and event justice have mainly been studied separately. Moreover, previous studies on change have only focused on threat appraisals.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Technology, work-design and human-machine-systems**

**Managing technical innovation**

SA-P01-015-interactive

**User acceptance of enterprise standard software in continuous use: A comparison of an extended technology acceptance model and a habit model**

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**Content:** Enterprise standard software systems are widely spread but only a few studies have addressed continuous user acceptance and the habit of system use in an organizational context. This study had three objectives: (1) examining the *frequency and intensity of past use*, the *satisfaction with system use* and the *stability of context* as antecedents of the *habit of system use*, (2) identifying the role of *perceived voluntariness* in this context and (3) comparing the postulated habit model with the *Technology Acceptance Model* (TAM) extended by *subjective norms* and *perceived behavioral control* for standard software usage. The hypotheses were tested empirically using SEM with 216 users across two measurement points at an international software corporation.

Within the postulated habit model the frequency of past use and the stability of the context were found to be significant predictors of habit. Significant relations between frequency and intensity of past use and perceived voluntariness as well as satisfaction with the system use were confirmed. Habit was determined as a significant predictor of the continuous use of system. However, the prognostic power of the habit model was lower compared to the extended TAM.

This study contributes to a thorough understanding of habits in the context of enterprise standard software and indicates that the frequency of past use and stability of context are important for its development. It gives practical implications for managers on how to accelerate and foster an automatic use of a software to improve trainings and support a fast adoption process. From a theoretical perspective habit can be considered as a meaningful predictor of system use. To explain initial and continuous system use in one model, examining an interaction between intention and habit may add value to understand the underlying processes. Further, it is discussed that emotions undergoing the use of a software account for the development of habits.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Technology, work-design and human-machine-systems*

*Managing technical innovation*

SA-P01-016-interactive

**Social networks and innovation in the information technology sector: A study of multiple cases**

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**Content: Purpose:** This study describes the impacts of entrepreneurs' social networks in start-ups' innovation and development in the information technology sector (IT). These start-ups seek to develop technological solutions for society. Thus, innovation is paramount, which depends on the exploration of new ideas. Formal and informal social networks are direct sources of knowledge and ideas, through the relationships established between entrepreneurs and external actors.

**Design/Methodology:** We conducted three retrospective interviews with entrepreneurs of IT start-ups. Their narratives were analysed per innovation, identifying the actors involved, the types of social networks, and the content transacted in these relationships, which contributed to those innovation outcomes.

**Results:** Results show 12 innovations, of which four are product innovations, seven are process innovations, and one combines both types of innovation. Half of the product innovations resulted from formal networks, and half resulted from informal networks. Among the process innovations, six stemmed from formal networks, and one from an informal network. The mixed innovation resulted also from an informal network. Therefore, formal networks impacted 67% of these innovations, having business development services (BDS) and clients as key actors.

**Limitations:** The small number of cases and the lack of data for the whole network are limitations of this study.

**Research/Practical applications:** These results show the relevance of resource-rich networks and of BDSs in particular to the development of crucial internal processes of these start-ups.

**Originality/Value:** Although, in Brazil, the IT sector has received increased governmental support through BDSs, research is scarce in investigating the results of this support.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Measurement and psychometrics**

SA-P01-019-interactive

**Research about socially constructed phenomenon in the workplace: the value of open-ended questions**

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**Content:** *Purpose.* The goal is to investigate if the results found by Poncheri, Lindberg, Thompson, & Surface (2008) can be extended on a different construct in which individual perception is built on the interactions between the members of the same work-group.

*Methodology.* This survey involved 24 Italian heavy industries in the Veneto region, along two years. Our sample consisted of 1852 blue-collar workers (response rate 84%). The most part of whom (89.1%) were men. The questionnaire included two scales with closed-ended items measuring Safety Climate, and two open ended questions concerning workers' comments on the same topics. Safety Climate. The Integrated Organizational Safety Climate Questionnaire developed by Brondino, Pasini, and Silva (2013) was used to assess Safety Climate. We use only two scales (Supervisor's Safety Climate – SSC; and Co-workers' Safety Climate - CSC);

*Results.* Results confirmed our first hypothesis, i.e. that negative comments are more frequent than neutral or positive ones, for both SSC and CSC scales. Negative comments were also longer, but only for the CSC scale and not for the SSC scale. The third hypothesis, that is a positive correlation between tone and safety climate level, was also confirmed. Finally, also the last hypothesis was confirmed: workers who made comments perceived a lower level of safety climate compared with workers who did not make any comment.

*Limitations.* Our findings may suffer from limitations related to the nature of self-report data.

*Research/Practical Implications.* Researchers' awareness of the bias that could affect open-ended questions leads to some important practical implications.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Measurement and psychometrics**

SA-P01-077

**Role of Social Desirability on the Relationship Between Questionnaire-Based and Assessment Center-Based Competency Scores**

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**Content:** The purpose of present study was to examine the relationship the between the competency scores which were obtained from self-report questionnaire and assessment center (AC), and to detect the effect of social desirability on the relationship between competency AC. According to this purpose, first, scores of competency potential profile in Saville Wave Professional Styles Questionnaire and AC competency scores were used to compute the relationship. Secondly, the social desirability levels of respondents in questionnaire were classified as high, moderate and low and correlation coefficients in these categories were compared. Study sample including 322 line managers, mid-level managers and executives who performed in assessment center and development center exercises in Turkey and responded the Saville Wave Professional Styles Questionnaire in the years of 2015 and 2016. Relationships were calculated via Pearson Correlation Coefficient with normal distributions and correlation coefficients were compared in two steps; Fisher's  $r$  to  $z$  transformation and  $z$ -test of coefficients. Results showed that correlations between the questionnaire-based and AC competency scores have significant correlations from low- to moderate levels in various competencies and in the group of high-social desirability, the correlation coefficients are significantly higher than the moderate- and low-social desirability groups. It is suggested to consider the social desirability tendency to investigate the relationship between questionnaire and AC scores against the artificial high levels of correlation which has greater values in managerial competencies.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Research methodology**

**Measurement and psychometrics**

SA-P01-018-interactive

**IRT of FTP: Instrument Dimensionality, Subscale Reliability, and Item Function**

M. Kerry\*

**Content: Purpose**

Carstensen and Lang's (1996) FTP instrument is translated dozens of languages, available in public domain, and deployed globally. Little research has been conducted using modern test theory to support its internal structure. This study brings evidence from modern psychometric methods to bear on the FTP instrument, including dimensionality, subscale reliability, and item functioning.

**Design/Methodology** Three independent samples from archival and prospective survey data was collected on FTP for IRT analyses.

**Results** First, model-comparisons, including bifactor and confirmatory multidimensional models supported FTP's essential unidimensionality in a U.S.-representative sample of older adults ( $N = 2,185$ ;  $> 40$ -years). Second, subscale-reliability analyses across CTT and IRT methods converged to indicate poor empirical reliability of subscores. Third, assessments of differential item functioning across workers and retirees found significant differences, but the observed-score effect sizes were small.

**Limitations** IRT analyses should be extended to unfolding models and new data collected under more purposive designs.

**Research/Practical Implications** This study supports FTP's usefulness as a unidimensional instrument, but the subscale scores resulting from multidimensional analyses were not supported.

**Originality/Value** This study brings evidence from modern psychometric methods to bear on one of the most popularly deployed self-reported time perspective instruments. Findings intersect substantive psychometrics and the continued age-integration of social institutions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Research methodology***

***Measurement and psychometrics***

SA-P01-076

**THE DEVELOPMENT OF PROFESSIONAL  
PERSONALITY TRAITS QUESTIONNAIRE**

I. Senin\*

**Content: Introduction**

Professional Personality traits questionnaire (PPTQ) based on Five Factor Model and measures five broad personality factors in professional and work environment. These factors are: Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness. PTPQ consists of 90 items with 4-level response scale. Each scale consists of 18 items.

**Psychometric Characteristics**

Item Analysis was based on the sample of 103 subjects from 20 to 55 y.o. For every item the item/total correlation and difficulty index was calculated. Every item has the significant item/total correlation and the satisfactory difficulty index.

For Split-half reliability The Spearman-Brown formula was used. Reliability was calculated on the Item Analysis sample.

Test-retest reliability was based on the sample of 60 subjects from 20 to 45 y.o. The period of time between two series of testing was 3.5 months. All correlations were significant on 0.01 level.

For Construct validity was used correlations between the PPTQ and Russian NEO FFI. The sample: 80 subjects from 28 to 50 y.o. All correlations are significant.

For Criterion validity was used the method of expert estimates. Every subjects was estimated by another person, who works with him during more than 5 years. The sample included 50 subjects from 30 to 50 y.o. All correlations between the self estimation and the expert estimation are significant.

**Conclusion**

Professional Personality traits questionnaire can be considered as the reliable and valid instrument for the diagnostic of five general personality factors in professional and work environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Measurement and psychometrics**

SA-P01-074

**Measuring Team Identification: Conceptual Footing and Initial Validity Evidence**

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**Content:** Purpose: Team identification has gained interest in the past years as a lever to performance in teams (Liao et al., 2015). However, the definition of this construct is not consistent, its dimensions vary in numbers and in content, while previous scales were often plagued with psychometric problems (Riketta, 2005). This research aims to tackle these challenges.

Design/Methodology: A first study was conducted with 85 employees drawn from a snowball sample to assess items' preliminary validity and reliability. A second study was done with 268 Canadian healthcare employees in interdisciplinary teams to further confirm the scale's validity and reliability.

Results: Based on a review of existing definitions, a conceptualization of team identification was proposed which includes two dimensions. Preliminary analyses brought down the number of items from 18 to 6, 3 in each dimensions. Cronbach's Alpha ranged from 0,68 to 0,91 and split-half indices from 0,81 to 0,92. Criterion-validity hypothesis were confirmed. Construct-validity was assessed using structural-equation modeling and results show that the three-factor structure with a second-order factor provided a good fit to the data,  $\chi^2_{(7)} = 15.75, p < .05, \chi^2/df = 2.25, CFI = 0.99, TLI = 0.98, SRMR = 0.03; RMSEA = 0.07$ . This model improved significantly over more parsimonious models, including the first-order two-factor model,  $\Delta\chi^2_{(1)} = 70.08, p < .001$ .

Limitations: Self-reported data were drawn from a cross-sectional sample. Sample- and situation-specific idiosyncrasies might be at play.

Research/Practical Implications: As team identification enhances team performance through collaboration (Tremblay, Chiocchio & Fleury, 2015), practitioners will be able to assess the level of each member's identification and take action based on the results of this measure.

Originality: This study provides an integrated definition of team identification and offers a new instrument to assess team identification, a construct growing in importance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Research methodology***

### ***Measurement and psychometrics***

SA-P01-075

#### **Development and Initial Validation of the Multidimensional Work Ethic Profile Short Form**

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#### **Content:**

##### **Purpose**

Work ethic, a key predictor in employee success, can be measured by Miller, Woehr, and Hudspeth's (2002) Multidimensional Work Ethic Profile (MWEP), which provides a thorough representation of seven dimensions of work ethic. However, the MWEP is lengthy and therefore its practical utility is somewhat limited. Thus, the purpose of this study was to create a psychometrically-sound short form of the MWEP, thereby increasing its utility and potential for use in applied settings.

##### **Design/Methodology**

Participants were undergraduate students (N=103). Participation was voluntary and data were anonymous.

##### **Results**

Results from exploratory factor analyses support the use of the MWEP Short Form as an alternate form of the MWEP, with convergent and discriminant validity demonstrated with differential relationships with personality and work-role salience measures.

##### **Limitations**

The MWEP Short Form may be operating with fewer than seven dimensions as indicated by lower reliability coefficients and component loadings for some dimensions. It may be the case that only five dimensions, for example, are being assessed, or that some of the dimensions should be combined when the shortened version is used.

##### **Research/Practical Implications**

The MWEP Short Form was found to be a parsimonious and psychometrically sound alternate for the full version of the MWEP, thereby improving the usability of this work ethic assessment.

##### **Originality/Value**

The dimensions for the MWEP Short Form were not as inflated as the full version dimensions, and there was more variability within the separate dimensions, thus suggesting the shortened version may actually be a better alternative than the full version.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Research methodology**

### **Measurement and psychometrics**

SA-P01-017-interactive

#### **Detecting differential item functioning to explain gender differences in networking**

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#### **Content: Purpose**

Networking contributes to career success. Although studies report at best small effect sizes for gender differences in networking scale means, Forret and Dougherty (2004) find that women benefit less from networking than men do. We examine whether these findings might be due to item bias or differential item functioning (DIF) of networking scale items. This represents a plausible alternative explanation for these gender differences.

#### **Design/Methodology**

We examined DIF for Wolff and Moser's (2006) 44-item networking scale using ten samples ( $N = 2189$ ). We examined DIF by means of two multilevel DIF models (three level HLM model and two level ordinal logistic regression model) simultaneously in all samples.

#### **Results**

As expected, given the current sample size we detected significant DIF using both models. However, with regard to effect sizes, all DIF estimates are negligible. There is no consistent gender bias across items.

#### **Limitations**

Our results are limited to a single networking scale and do not generalize to other scales.

#### **Research/Practical Implications**

Our finding yields limited evidence for an item bias explanation of gender differences in networking benefits. By ruling out this alternative explanation, this finding strengthens the plausibility of substantial differences.

#### **Originality/Value**

We examine a methodological alternative explanation to gender differences in networking benefits. We also apply methodological tools typically used in high stakes testing (e.g., university entrance exams) to research in organizational psychology. We show how DIF models can be applied to several small samples simultaneously to overcome the requirement of large sample sizes (i.e.,  $N > 1000$ ).

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Occupational choice and careers guidance**

FR-P02-024-interactive

**Academic confidence and academic outcome expectations as predictors of satisfaction with the chosen major and intention to drop out of university**

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**Content: - Purpose**

Building on the choice model from the Social Cognitive Career Theory (Lent, Brown, & Hackett, 1994), the present study investigates the relationship between academic confidence, academic outcome expectations, and intention to drop out of the academic study, as mediated by major satisfaction.

**- Design/Methodology**

A sample of  $N=167$  freshman students were administered measures of academic confidence and academic outcome expectations in the first weeks at university. Six months later, they completed a measure of satisfaction with the chosen major and assessed the frequency of their dropout thoughts.

**- Results**

Mediation analysis showed that satisfaction with major fully mediates both the relation between academic confidence and dropout thoughts, and the one between academic outcome expectations and dropout thoughts. The direct effect of academic confidence on dropout thoughts ( $b = -.58$ ,  $ns$ ) is significantly smaller than the indirect effect ( $b = -.53$ ). The direct effect of academic expectations on dropout thoughts ( $b = -.57$ ,  $ns$ ) is significantly smaller than the indirect effect ( $b = -.53$ ).

**- Limitations**

Further studies should test if the results replicate with different major student populations.

**- Research/Practical Implications**

The results imply that intervening on the initial academic confidence and outcome expectations could lead to higher satisfaction with chosen major and less dropout thoughts.

**- Originality/Value**

The study applies the SCCT choice model to the study of university major satisfaction and dropout intentions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Occupational choice and careers guidance*

FR-P02-090

**Influence of career self-efficacy, career guidance and psychological capital on student satisfaction and behaviour**

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**Content: Purpose:** This study examined the influence of career self-efficacy, career guidance activities/ support and psychological capital on student satisfaction and behaviour (withdrawal).

**Methodology:** Cross-sectional survey data was collected using a paper (Time 1) and online survey (Time 2) from 189 psychology students enrolled on an undergraduate psychology programme in the UK.

**Results:** Self-efficacy and resilience, both indices related to psychological capital, increased significantly over time (as measured at the start and the end of the academic year, Time 1 and 2). However, career self-efficacy did not increase over time. The relationship between career self-efficacy and satisfaction with the programme was mediated by the perceived helpfulness of career information presented to students over the course of the year (all measures from Time 2). Withdrawal from the programme (at Time 2) was predicted by helpfulness of activities, career information provided, and student's career self-efficacy (at Time 1). Having at least two or more meetings with guidance counsellors over the course of one year increased course as well as programme satisfaction (Time 2).

**Limitations:** Lack of knowledge about career trajectories among students in psychology may have influenced the results.

**Implications:** Evaluating career information activities is key as their perceived helpfulness predict satisfaction, while exercises aimed at increasing psychological capital (e.g., resilience and self-efficacy) may further contribute to later student satisfaction.

**Originality:** The research explores a number of issues not captured in previous research, specifically the role of psychological capital as well as perceived helpfulness of career information.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Occupational choice and careers guidance*

FR-P02-025-interactive

**The role of personality traits and vocational interests in person-environment fit perspective: In a Turkish Sample**

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**Content: Purpose:** The main purpose of this study is to investigate the role of personality traits and vocational interests of Turkish people in person-environment fit perspective in general. Particularly, we hypothesized that the role of personality traits are better predictors in person-job fit perspective.

**Design/ Methodology:** This study will be based upon online-survey. The participants will be randomly recruited from Turkish working population. Approximately 200 participants were expected for this study and it will be cross-sectional.

**Results:** Results of the study will be presented during conference. Additionally, results will be discussed relation to the current literature and will be available in the conference.

**Limitations:** The main limitation of this study is that it is mainly about Turkish population and I could be a comparison study among different cultures.

**Research/Practical Implications:** In a practical view, this study will lead a comprehensive application in especially career counselling, career exploration and recruitment and selection processes. Additionally, in Turkey, the role of personality and vocational interests in person-environment fit has not commonly applied in the literature. Thus, regarding to the literature, it provides an extensive information for researchers to understand Turkish fit perspective.

**Originality/Value:** It will be a novel study because there are variety of fit perspectives, which are person-organisation, person-vocation, person-job and person-group fit. Most of the studies focused on only the one side of the fit but in this study, we look two sides of the fit together. The main idea of this study is to explore finding a proper environment for individuals.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Occupational choice and careers guidance*

FR-P02-091

**Job Satisfaction differences of professionals that studied abroad and the ones that studied in their own country: The case of Curaçao's professionals**

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**Content: Purpose**

Each year 70% of 400 students that graduate in Curaçao, move to Netherlands to continue their studies, from which 30% return back to Curaçao. One question that emerges from these data is: “are the professionals that study in Netherlands more satisfied than the ones that studied in Curaçao?”. Therefore, this study presents preliminary results of a study that aims to assess the importance of studying abroad for job satisfaction of professionals from Curaçao.

**Design/Methodology**

We have conducted a questionnaire on Job Satisfaction developed by Spector (1979) with professionals from two different companies (N=32).

**Results**

The results show significant differences between these two groups regarding their satisfaction with pay and promotion, but not regarding their general satisfaction.

**Limitations**

By only making a distinction between respondents that studied in Netherlands and respondents that did not, the research did not take other possible geographical differences into account. Even though this study intends to present preliminary results, the sample is small and should be increased in further stages of this study.

**Research/Practical implications**

The results of this study can be used as a building block when it comes to future studies on individuals that moved or want to move back to Curaçao after completing their studies in Netherlands. They can also give clues about the sources of satisfaction of each group, allowing a more effective human resources management.

**Originality/Value**

To our knowledge, this study is the first analysing the differences in the satisfaction between professionals working in Curacao that had studied in Curacao and Netherlands

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

FR-P01-015-interactive

#### **Managing digital and organizational change in a sample of Italian firms: a cluster analysis approach.**

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**Content: Purpose.** A challenge for European firms is the adoption and use of digital instruments (e.g. company website, intranet or company presence in social networks) to communicate with workforce and customers, manage internal processes or innovate products. This paper investigates meanings and aims of digitization in a sample of Italian managers.

**Design/Methodology.** An online survey, managed by AstraRicerche, a market research company, was sent to members of Manageritalia, a national association of executive, middle manager and professional in tertiary sector. Respondents were 874, working in general (34%), sales (18%) and administration (12%) areas.

**Results.** A cluster analysis was run and five questions (on aims, activities and expected outcomes) were used as grouping variables. Five groups were observed. Two groups of firms (27%) make a stronger use of digital tools to interact with employees and providers, have a higher level of internal competences, which are used to improve products and processes. The other three groups of firms mainly use digital tools to start new business areas. Interestingly, the five groups do not differ on adoption of digital tools.

**Limitations.** Only one manager per company involved in the study. Respondents do not represent all Italian managers/firms.

**Research/Practical Implications** Although digital tools are present in most firms, in some companies its use has still to be supported, especially in order to change ways of working or selling.

**Originality/Value** This study analyses a large sample of managers on aims, resources and digital tools used by companies to manage an important technological and social change.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

FR-P01-056

#### **Strategic Positioning of the Issue Agility: Best Practice Examples from Large Companies**

I. Freye\*, K. Allmendinger

##### **Content: Purpose**

Many large organisations are facing the challenge to align themselves to new requirements which are caused by digital transformation. Besides describing these new requirements, the importance of agility, and the agile company, this paper investigates the strategic positioning of agility. Referring to the Trafo-Model by Häusling&Fischer, one can distinguish between six dimensions of the agile transformation from companies. In this context, one should keep in mind that not every company develops the same level of agile maturity; the extent is depending for instance on the market environment and management decisions.

##### **Design**

The data was collected in an interview study with 15 employees from 14 different organisations, the interviews were analysed using qualitative content analysis.

##### **Results**

Agility is understood as a mindset issue and influences all levels of the companies. The implementation and strategic positioning within the various companies has advanced to a specific degree. A vast majority of respondents confirmed the assumption that agility is linked to the digital transformation. In order to implement agility successfully, this paper presents the following findings:

A cultural change within the entire company is required, a forced specification by the management could cause resistance on the part of employees and managers, success stories help to overcome this resistance, the sense of urgency should be perceived by the different levels of the company. A main criterion is that the management understands the issue with all consequences and changes its actions by putting agile values into practice.

##### **Practical Implications**

To position the issue 'agility' strategically within a company, the paper recommends to bring up an agile-specific mission first, ensure transparent communication in each hierarchy level in the entire company, and promote communities of practice.

##### **Limitations and Future Research Topics**

The results show the perception of individual employees of large companies. To validate the results, a larger sample size of respondents in different hierarchy levels is needed. Further research should investigate the existence of more possible solutions for the actual challenges for large companies.

##### **Originality/Value**

The results of this paper confirm the assumption of agility as one possible solution for the current challenge for many companies caused by digital transformation. This paper supports the assumptions of the Trafo-Model by Häusling & Fischer.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

FR-P01-057

#### **Does Resilience apply to new forms of organizations?**

V. grosjean <sup>1,\*</sup> on behalf of RCO (Resilience from the Concept to Operationalisation and Perosh wellbeing at work working group

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**Content:** The term "resilience" has been used during the recent years in a great variety of research areas. We took part to a group of researchers who sought during two years at varying angles to this concept. Our goal was to draw operational conclusions on the added values of this concept for risk management. We were a wide range of specialists (nuclear and industrial risks, environmental risks, occupational health risks...). The goal of this paper is to present some conclusions of this multidisciplinary work as they could be applied to WOP. The concept of resilience should be understood as radically distinct of the concept of resistance. In order to properly use it, we should understand that in the field of general psychology as in any other fields, the concept is in strong relation with the concept of trauma. So, as starting point, we can say that resilience is the capacity to "bounce back after setbacks", i.e after encountering a negative event that was sufficiently serious to permanently damage our previous way of functioning. "Resilience" has to do with a change of identity, usually caused by an negative event that profoundly challenged our previous relation to the world. For professional hazards, we should understand that the identity is a complex concept. In case of a war trauma, the structural identity that has been challenged is very profound. Our relation to ourselves and to the world is challenged by the proximity to death. In case of professional trauma, it could be our professional identity that has been challenged by a setback. In these cases, the identity that has been challenged could be considered as less central, more peripheral that in the case of a war trauma. So this presentation leads to an understanding of identity as a set of layers, some profound, some intermediate and some peripheral, superficial. The more profound the couch challenged by the setback, the more difficult it will be to bounce back. In a book dedicated to trauma and resilience, Lifton explained identity as potentially protean. He describe highly resilient people has having multi-faceted personality, and that could inspire the question of resilience of people in new forms of organization. In these work setting, people do not identify themselves with a function : roles are temporary and some technics are aimed at avoiding any excessive identification. We will explain in the full presentation how the concept could also be applied to the level of the organization as a whole.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

FR-P01-016-interactive

**'This is not our company anymore' A qualitative study regarding the connection of job satisfaction and changes of work processes**

K. Schlicher\*

#### **Content: *Purpose***

Organizational changes can be perceived as severe stressors by employees. The conducted study embraces a qualitative approach to answer the question, whether changes of the organisational structure, in particular by computerization and privatization of the company, have impacts on the subjectively perceived level of job satisfaction of employees and their perception of work processes.

#### ***Design/Methodology***

For the empirical data collection a homogenous group of four female employees, all of whom were more than 20 years employed at the same company and hierarchical level, were interviewed using Witzel's (1982) semi-structured "Problem-Oriented Interview". The resulting data was analysed by exerting Leithäuser & Volmerg's (1988) hermeneutic "Core Sentence Method".

#### ***Results***

The hereby obtained results could be assigned to the following dimensions: meaning of work, reasons of job dissatisfaction, effects of job dissatisfaction, and coping strategies. The outcomes were then discussed by means of the "Model of Salutogenesis", the "Zurich Model", the "Theory of the Psychological Contract", and the "Theory of Cognitive Dissonance".

#### ***Limitations***

As qualitative data is not representative in its nature, the obtained research findings can be viewed as a starting point for further exploration and as a help for interpreting results of quantitative research.

#### ***Research/Practical Implications***

Out of this, recommended courses of actions for the communication of change to employees and employee participation in organizational change could be derived.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

FR-P01-055

#### **How Organizational Identity affects Dynamic Capabilities: The Case of Vienna's Oldest Bookshop**

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**Content: Purpose:** Previous research has highlighted the relevance of Dynamic Capabilities (DC); i.e. organizational routines, directed to sense and seize opportunities, and reconfigure organizational resources, for strategic organizational change. The aim of the present research was to investigate the effects of a blurred organizational identity (OI) on the extent to which DC can unfold their benefits.

**Methodology:** We employed a single-case study design at Vienna's oldest bookshop (founded in 1789), that fulfilled two criteria: (1) a long-standing organizational identity; and (2) environmental dynamics forcing the firm to develop DC in order to survive. We collected qualitative data from six semi-structured interviews, field observations, and artefact analyses, and employed in-depth qualitative content analyses.

**Results:** The findings revealed a linkage between OI and DC: The long-standing organizational identity as "traditional, academic bookshop" had become blurred due to technological (e.g. digitalization) and other changes. Consequently, they were struggling with focusing their sensing, seizing, and reconfiguring activities, meaning that DC could not become effective.

**Implications:** Future research in the area of DC may benefit from taking into account OI. By putting more effort into the development of a strong, coherent identity, managers could strengthen their firm's ability for strategic change.

**Limitations:** Due to the case study design as main research method, further research will be required to further increase external validity and generalizability of the findings.

**Value:** Our study contributes to theory development in the field of DC, and strategic organizational change.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

FR-P01-050

#### **Lead Excellent - How to establish a new leadership culture at a University of Excellence?**

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#### ***Content: Purpose***

In 2012 the future programme of the University of Cologne was granted by the “Excellence Initiative” of the German Federal Ministry of Education and Research. The basic idea was to further expand its leading position in research with the help of various concepts for restructuring. The aim of the project called ‘Lead Excellent’ is to establish a new culture of leadership in science at the University of Cologne. It is meant to support the University’s cutting-edge research and it takes account of the various and complex tasks linked to professorship these days.

#### ***Design/Methodology***

Based on a qualitative analysis of requirements, competence modules for scientific executives were developed to generate a leadership culture aiming for staff participation. The process was and will be further enhanced by iterative evaluation loops.

#### ***Results***

Since the initiative for ‘Lead Excellent’ started in 2013, an overall concept has been developed. It rests on five load-bearing pillars: individual consultancy, leadership training, the ‘Lead & Lunch’ concept, mutual collegial exchange, and various conceptions for staff development. Therefore the awareness for the importance of leadership competence within a scientific environment and also its visibility has increased.

#### ***Limitations***

For reasons of capacity, a close monitoring of all steps the organisational development requires was not always possible.

#### ***Practical Implications***

The project delivers a holistic approach to further develop a leadership culture in the field of science.

#### ***Originality / Value***

The process at the University of Cologne gains valuable results and impulses for academic institutions which have similar intentions and needs in the future.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

FR-P01-053

#### **Agile Work from a work council's perspective:**

#### **From Control and Hierarchy to Self-organized Teams**

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<sup>1</sup>Business Psychology, Applied University Stuttgart, Stuttgart, <sup>2</sup>Step pro, Darmstadt, Germany

#### **Content: Purpose**

Self-organization is one of the buzzwords when it comes to agile working methods. Agile Manifests often suggest that the best working results emerge from self-organizing teams. These teams have a goal and a purpose and they collaborate to find good ways to reach that goal without waiting for specific orders coming from the hierarchy and without being micromanaged. Nevertheless some boundaries are set up by the organization (e.g. concerning budget), the agile team works as an „organization within the organization“. Therefore, not only managers have to reinvent their role, but also the work councils (also called trade unions). Hence, this paper will give an overview of the new role of work councils in the change process of getting to use agile methods and working as agile organizations.

#### **Design and Methodology**

The data was collected by conducting two group discussions with about 20 members each from the trade union of various organisations in Germany. The discussion protocols were analysed using qualitative content analysis.

#### **Results**

Social responsibility (e.g. in terms of the employees' work load) is one of the main interests that work councils also take care of in the process of changing work with agile methods. In their role, they are willing to facilitate the process of working agile, and thereby, setting the stage for more autonomy and decision-making of employees. Furthermore, being familiar with agile methods, they are able to discuss at eye level with the management.

#### **Practical Implications**

In order to be able to better support agile work, the paper suggests work councils to get in touch with agile working methods hands-on by e.g. working with agile methods themselves. Doing so, they are able to reflect on their role as facilitators of agile work and their position that they want to represent towards the management.

#### **Limitations and Future Research Topics**

Methodologically, the study has many restrictions due to the one-point group discussion method used. The results of the study have to be tested and replicated with a larger sample and with trade unions of other countries. Different measuring points would also make sense since the maturity of agile work is developing rapidly.

#### **Originality and Value**

Research on agile work is primarily investigated from the perspective of team members working agile. This paper provides insights into how members of trade unions are concerned and how they can support this change on the basis of their role.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Organizational Change and Development***

### ***Organizational change processes***

FR-P01-058

#### **Measuring innovative work behaviour in education; Scale development and validation**

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#### **Content: *Purpose***

A variety of challenges are driving the need for innovation in education. As they have a key role to play in the innovation efforts, innovative work behaviour (IWB) is expected from staff. Although exploring, generating, promoting and realizing new ideas, product or procedures is incredibly important, embedding the innovation to become a routine part of the organization is vital (Fullan, 2007). However, both the current conceptualisation as the measuring instrument of IWB does not include the dimension of sustainability. This study presents the development and validation of a multi-dimensional scale, measuring IWB in the educational domain.

#### ***Design***

The original IWB scale (Messmann, 2012) was adapted and a sustainability dimension was added. The validity of the adapted scale was examined among a sample of teachers from different vocational colleges and universities (n= 564). To probe the underlying structure of the instrument both exploratory (EFA) and confirmative factor analysis (CFA) were conducted.

#### ***Results***

The results from EFA and CFA confirm the five dimensions of innovative work behaviour: opportunity exploration, idea generation, idea promotion, idea realization and idea sustainability.

#### ***Limitations***

We conducted our research in the educational domain. Results cannot be generalized to other domains.

#### ***Practical Implications***

The measurement helps educational professionals to identify their staff's IWB profile and in turn informs the composition of innovation teams with different scores on the five dimensions.

#### ***Originality/Value***

This study stimulates the success of durable innovations by focusing on the long-term implementation, the sustainability.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational change processes***

FR-P01-054

**Beyond attitudes toward organizational change: What can we learn from emotional reactions**

C. Botelho\*

**Content:** This is a research based paper which analyses a real organizational change process, which occurred in the context of a multinational company. The data was collected during the week after the internal announcement of the change process. The data gathered is from 510 out of 600 employees directly involved in the change process. The results provide additional evidence to the underlying mechanisms connecting the emotional reactions to the attitudes formation, as well as how both variables influence employees' expectations toward the change to be implemented.

Key words: emotions, attitudes, change process, perceived organisation support

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational change processes***

FR-P01-051

#### **Longitudinal analysis of employee survey effectiveness considering potential influencing factors**

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**Content: Purpose:** The purpose of this study is to analyze the effectiveness of survey feedback processes and to identify possible influencing factors of the process quality.

**Design:** The Data was collected in a welfare organization in Germany in the context of a recurrent employee survey. The longitudinal study contains group data and the number of developed interventions of 72 comparable groups from the years 2011 and 2014. Moreover the data was collected from multiple sources (employees and supervisors).

**Results:** The perceived quality of the survey feedback process and various other factors (e.g. leadership, commitment) can predict the results of the following employee survey. Moreover, certain influencing factors, like for example the number of interventions, as well as the collaboration in teams and the supervisor have a (moderating) influence on the perceived quality of the survey feedback process.

**Limitations:** Due to the high practical content, constructs were not measured by completely established questionnaires.

**Implications:** This study shows that it is not sufficient to only feedback results. Understanding the importance of each influencing factor has enormous impact, which supports careful planning in companies to ensure successful intervention, through preparation and coaching of supervisors and employees.

**Originality:** This is one of the first studies to investigate the influencing factors of employee surveys with a longitudinal design. Prior studies were mostly cross-sectional studies. This longitudinal approach helps to analyze the effects of a survey feedback process over time. Furthermore, the data originate from both employees and supervisors.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational Citizenship Behaviour***

FR-P01-010-interactive

**Development and Validation of a Scale assessing Challenging Citizenship Performance directed at Individuals, the Organization, and the own Job**

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**Content: Purpose**

Challenging Citizenship Performance (CCP) describes proactive and voluntary employee behavior aimed at changing the status-quo in order to bring about improvement or prevent potential harm for the organization (Van Dyne et al., 1995). It encompasses narrower constructs like voice (Van Dyne & LePine, 1998) and taking charge behavior (Morrison & Phelps, 1999), but a comprehensive measure for the CCP construct is still missing. Based on the Citizenship Performance Model by Coleman and Borman (2000), we developed a model and measure that differentiates between CCP directed at 1) individuals, 2) the organization and 3) the own job.

**Methodology**

The factorial structure of the CCP scale was tested in three field studies. Employees rated their CCP and other work-related variables: Study 1 ( $N=133$ ) leader and team characteristics, Study 2 ( $N=217$ ) work behavior and personal values, Study 3 ( $N=249$ ) self-perceived status and abilities.

**Results**

Confirmatory factor analyses generally supported the factorial structure of the CCP scale in all studies. Results indicated only minor deviations from the proposed structure, which were used to improve the scale. Moreover, relationships of CCP with the other variables were in line with CCP literature.

**Limitations**

The results pertain to self-perceived CCP only. Whether coworker or leader perception of CCP can be mapped onto the proposed model as well remains to be tested.

**Implications/Originality/Value**

To our knowledge, the presented CCP model is the first to differentiate between different foci of CCP. It allows to differentially test influences of personal and situational variables on CCP directed at different foci.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**  
**Organizational Citizenship Behaviour**

FR-P01-011-interactive

**The Organisational Socio-Ecological (In)Civility Model: Framing multilevel (in)civility effects on employees within organisational climate and culture**

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**Content: State of the Art**

The incidence of workplace incivility continues unabated. Predominately defensive, anti-litigious approaches and problematic methodologies have had limited effectiveness and drawn criticism (Holm et al., 2015). Disrespect continues through multilevel ambiguous, inconclusive or misunderstood interactions among stakeholders or organisational processes. Unintentional multilevel or multidimensional deviations from workplace norms may have either, positive or negative effects on productivity. Yet, almost without exception incivility is viewed negatively and conceptualised as the *initiator* or *tipping point* of counterproductive-workplace behaviours. This approach appears limited, lacking balance and underestimating the insidiousness of workplace (in)civility.

**New Perspectives**

The model posits low-level ambiguous deviations from workplace norms may have *either*, positive, negative, or combined multilevel effects. The model centres on meaning and unresolved (in)civilities that spiral into micro-level workplace behaviours. Meso-level workplace climate manifests from these micro-behaviours that, either, spiral down into counter-productive, or spiral up into productive practices. At the macro-level, either civil or uncivil workplace climates reinforce toxic or restorative organisational cultures.

**Implications**

The model provides researchers with an original integrated socio-ecological framework in which to plan future multilevel multidimensional research designs. Practitioners now have an improved model to use when developing organisation-wide interventions. Researcher's and practitioner's perspectives are broadened, and their understanding of sent or received (in)civilities among organisational stakeholders increased. The OSECM suggests multilevel multidimensional definitions and measures may be needed.

**Originality**

This expanded model enables value by potentially improving interventions, through reframing, balancing, and extending future (in)civility research.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational Citizenship Behaviour***

FR-P01-012-interactive

**Working conditions and support managers in innovative behavior and psychological well-being at work: what perceptions of employees?**

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**Content:** The current economic scenario, characterized by social and economic changes around the world, pushes organizations to constantly renew their structure and promote the innovation of their products and processes. In this context, the development of innovative and pro-social behavior is necessary to carry out the changes that organizations face and adapt to the global economy requirements. Innovation at work today is a crucial condition for the success and competitiveness of organizations (West & Farr, 1990). According to the work of Dagenais-Demerais (2012) you can see the Welfare to Work as a construction describing the positive subjective experience of an individual at work during the last decade. What is their well-being at work since the consequences of a number of changes and how are the managers facing these challenges? What are the instructions of the hierarchy and how are they helping to lead to a changes in the teams? Most work in psychology on organizational changes too much emphasis on this notion of resistance, which would be reductive and somewhat enlightening. The objective of our study is to understand reality from the perceptions of employees from a work organization subject to several changes and assess an environment of changing impacts on them, in order to promote wellness in labor and innovation. We expect that the data analyzes confirm a positive relationship between the quality of exchange member-leader (LMX), the innovative behavior and prosocial behavior and significant mediating effect of basic needs and motivation. Thus, these findings should open new avenues to suggest ways to detect and act on relevant opportunities, including ways to encourage employees to want to participate in the life of the organization in favor of a healthy and innovative work environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Organizational Citizenship Behaviour**

FR-P01-014-interactive

**Impact of the discrepancy between external and internal branding on organizational citizenship behaviour**

V. Eichel\*

**Content:**

**- Purpose**

Despite the existence of much research on branding, no study so far has explored if there exists a discrepancy between external (employer and corporate branding) and internal branding. Building on the theory of cognitive dissonance by Festinger (1957) and the social identity theory by Tajfel and Turner (1979, 1986), we hypothesized that this discrepancy negatively influences the organizational citizenship behaviour (OCB) of employees. Moreover, we assumed that organizational culture (OC), organizational identification (OID) and job satisfaction (JS) mediate this relationship.

**- Design/Methodology**

Our study has a cross-sectional design. We developed an employee online questionnaire for different German companies ( $N = 256$  employees). We conducted a serial multiple mediator analysis using the *Process* macro for SPSS (Hayes, 2013).

**- Results**

The analysis supported our hypotheses. Key results are: The above-mentioned discrepancy negatively influences the OCB of employees. OC, OID and JS mediate this relationship.

**- Limitations**

It remains to be proven if our results can be generalized to companies in other countries. Furthermore, a longitudinal design or qualitative interviews could validate our findings.

**- Research/Practical Implications**

The results imply that future research should investigate this discrepancy in detail to enlarge the current research. For practitioners the results showed that they should realize this discrepancy if they want to increase the chances that their employees will engage in OCB.

**- Originality/Value**

To our knowledge, this is the first study to analyze the discrepancy between external and internal branding and its impact on OCB. Our study also shows the application of the novel *Process* macro.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

FR-P01-009-interactive

## **Are Employee Emotional and Socio-political Competences Related with Innovative Behavior?**

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### **Content: - Purpose**

A good idea may not be worth much by itself. Only in combination with fruitful promotion and successful realization of the idea, can the idea become a truly valuable innovation. Consequently, a focus on employee competencies that predicts the entire innovation process is pertinent. Building on the socio-political paradigm and the theory of innovation as a socio-political process, the main hypothesis is that employees' strategic emotional intelligence, mediated by their socio-political competencies, will predict their innovative behavior, particularly their degree of idea-promoting and idea-realization.

### **- Design/Methodology**

I distributed a questionnaire among all employees (N=512) in a Danish branch of a large organization mainly involved in IT-consulting. The questionnaire included two tests of strategic emotional intelligence: the STEM and the TEMINT. The outcome variable, Innovative Work Behavior, will be self-rated at individual level and leader-rated at work project level. The mediator, Political Skills, was self-reported.

### **- Results**

The first data collection is taking place as this abstract is written. Regression analyses using Hayes' PROCESS SPSS add-on will be conducted to test the hypothesized mediation model.

### **- Limitations**

It remains to be tested how much the results generalize to other types of organizations, for example of smaller sizes or with a more formal, hierarchical structure.

### **- Research/Practical Implications**

These results may imply whether or not practitioners should pay attention to employees' emotional and socio-political competencies in order to improve the innovation process.

### **- Originality/Value**

To the author's knowledge, the study is the first to link emotional and socio-political competencies to the entire innovative process.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Organizational Citizenship Behaviour*

FR-P01-013-interactive

## **Belief in a Just World and Employee Voice Behavior: Mediating Roles of Perceived Risk and Safety Climate**

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### **Content:**

#### **Purpose**

This research examines the role of Belief in a just world (BJW) in organizational employee voice behavior both in Germany and in China. BJW endows individuals with the confidence that they will be treated fairly by others which might contribute to a tendency to voice out. Accordingly, we predict BJW to be positively linked to voice behavior. Specifically, we suggest that (a) perceived risk of speaking up as well as (b) safety climate function as mediators in the BJW-voice behavior relation.

#### **Methodology**

Data are collected by questionnaires in two samples of employees from Germany and China.

#### **Results**

Based on our pilot study, Chinese employees' Global BJW is positively related with both their promotive and prohibitive voice behavior, while the effect of Global BJW on prohibitive voice behavior is stronger. Further investigation will be done comparing Chinese and German data.

#### **Limitations**

This study applies a cross-sectional design, and data are collected by self-report measures only.

#### **Research/Practical Implications**

Our research will reveal the mechanism why BJW contribute to employee voice behavior, which is reduced perceived risk of speaking up, and higher safety climate in organization. And this research also emphasizes the importance of improving safety climate in organization.

#### **Originality/Value**

BJW is introduced as a personal trait that contributes to answer the question of why employees do or do not speak up in an organization. This research shows that BJW not only has positive consequences for the well-being of a person, but also has advantages for other, i.e. in organizational settings.

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**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational climate***

FR-P01-060

#### **Organizational climate for creativity and innovation: Toward a bi-factorial model**

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**Content:** Different models have emphasized the effects of organizational climate on creative and innovative performance in organizations (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Ekvall, 1996; Anderson & West, 1998). However, these models focused on various numbers and types of climate dimensions. More recently, Hunter, Bedell and Mumford (2005) proposed a taxonomy composed of 14 different dimensions that synthesize all results from previously published research on organizational climate for creativity and innovation. The purpose of the present study is to test the validity of this taxonomy in order to develop a more general model. First, a questionnaire was created composed of items based on Hunter et al. (2005) definitions. After a phase of item selection, confirmatory factorial analyses resulted in a bi-factorial model (Holzinger & Swineford, 1937) composed of a general factor loading all the items, and four group factors (Encouragement and organizational support, Positive interpersonal relations, Autonomy and challenge, and Mission clarity). Results from structural analyses confirm the discriminant validity of the model's dimensions with regard to two criteria (*Creativity* and *Productivity*) from the KEYS (Amabile, & al., 1996), the Innovative behaviors scale (Janssen, 2000), and the Valuing new ideas scale (Basadur & Hausdorf, 1996). Results from the research lead to conclude that the organizational climate for creativity and innovation is composed of significantly fewer dimensions than those postulated by the taxonomy of Hunter et al. (2005), even if we note that several original dimensions from this taxonomy may be nested in more general factors.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Organizational Structure, Culture and Climate**

### **Organizational climate**

FR-P01-059

#### **Does Supervisors' Positive Humor Always Have Positive Effects on Employees? Supervisor Humor Examined Under Different Working Conditions.**

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#### **Content:** Purpose:

According to theories which postulate that humor is not restricted to positive meanings and that it can be a double-edged sword, the present paper examines the question whether supervisors' positive humor is always positive. In this matter, the moderating role of work context in terms of social working climate (e.g., reliable and constant appreciation and respect) is investigated in the relationship between supervisors' positive humor and various employees' outcomes.

#### **Design/Methodology:**

The present online survey is based on a cross-sectional ( $n = 726$ ) and longitudinal ( $n = 150$ ) design with two waves. Hierarchical linear regression analyses were conducted.

#### **Results:**

Cross-sectional analyses show significant moderation effects. Only in the case of high social working climate, supervisors' positive humor is positively correlated with employees' work engagement and commitment. In the case of low social working climate, supervisors' positive humor is negatively correlated with employees' outcomes. In longitudinal consideration, simple slopes indicate a similar pattern, but all in all the moderation effects are not significant.

#### **Limitations:**

The study is based on correlational analyses which do not allow causal interpretations.

#### **Research/Practical Implications:**

The present study calls attention to possible detrimental effects of supervisors' humor, if employees are confronted with low social working climate. Future studies are encouraged to involve specific working conditions when investigating the effects of workplace humor.

#### **Originality/Value:**

Humor in the workplace is still an under-researched phenomenon and this is one of the first studies that considers social working climate as a significant basis for positive effects of supervisors' humor.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*  
*Organizational commitment and identification*

FR-P01-061

**When Supervisors are Perceived as Agreeable and Promote the Organization:  
Implications for Employee Commitment and Turnover**

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**Content: Purpose**

As official representatives of the organization, supervisors are in a privileged position to strengthen employees' affective organizational commitment, an important emotional bond between employee and organization. This study seeks to further our understanding of the mechanisms through which supervisors can do so and thus increase employee retention. More specifically, we examined the relationship between supervisor promotion of the organization, employee affective organizational commitment, and employee voluntary turnover, considering supervisors' perceived agreeableness as a moderator.

**Design/Methodology**

Data were obtained from employees in various organizations (N = 272) in two waves 15 months apart, with supervisor promotion of the organization, perceived supervisor agreeableness and affective commitment measured at Time 1, and turnover measured at Time 2. Hypotheses were tested using moderated multiple and logistic regression analyses, as well as bootstrapping.

**Results**

We found supervisor promotion of the organization to be significantly and negatively related to employee turnover, a relationship which was mediated by affective organizational commitment. Moreover, this indirect relationship was stronger at high levels of perceived supervisor agreeableness.

**Limitations**

The use of employee reports of perceived supervisor personality constitutes a limitation of this study.

**Research/Practical Implications**

Our findings suggest promotion of the organization by supervisors can be an effective means of reducing voluntary employee turnover through the enhancement of employee commitment, but that organizations would be well advised to encourage supervisors to act as agreeable individuals with their team.

**Originality/Value**

This research has concrete implications for leader selection and training in diverse contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational commitment and identification*

FR-P01-063

### **The Relationships Between Illegitimate Tasks, Job Satisfaction, and Organizational Identification: The Moderating Role of Relative Importance of Work**

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#### **Content: Purpose**

Illegitimate tasks (ITs) which violate norms about what an employee can reasonably be expected to do are important occupational stressors (Semmer, Jacobshagen, Meier, & Elfering, 2007). The Stress-as-Offense-to-Self (SOS; Semmer et al., 2007) framework suggests that ITs threaten an employee's self-worth, especially when work is an important part of an employee's identity. We investigated the relationships between ITs with job satisfaction and organizational identification, as well as the moderating role of relative importance of work on these relationships.

#### **Design**

Data were collected from administrative staff of a state university in Turkey ( $n = 312$ ) as part of a larger project measuring the satisfaction level of personnel.

#### **Results**

Perceptions of ITs were significantly and negatively related to job satisfaction and emotional identification while positively related to ambivalent and disidentification with the organization. The relationships between ITs and job satisfaction and organizational identification were moderated by the relative importance of work, such that these relationships were stronger for participants who place more value on their work, compared to those who place less value.

#### **Limitations**

The cross-sectional and self-report design of the study might suggest that we are unable to assume causality, and shared bias affected the relationships among variables.

#### **Implications**

The results of the current study indicate that employees who place great value to their work are more sensitive to ITs.

#### **Originality**

To our knowledge, this study is the first to investigate the moderator effect of importance of work on the relationship between illegitimate tasks and job attitudes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational commitment and identification*

FR-P01-064

**Engineering work identity: A multiple case study**

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**Content:** Work has profound consequences for people and their identity, and understanding these processes in engineers, a scarce resource in South Africa, is of paramount importance. Work identity is a multi-dimensional and multi-layered construct that best answers the question “Who am I?” at work. It results from a fairly consistent process of identity work through which a person constructs and maintains a sense of identity, negotiating the various tensions and demands which influence the process. The aim of this study was to explore identity work using an adapted version Saayman and Crafford's (2011) model of work identity negotiation. A multiple case study was used to explore the work identity of five engineers in a knowledge intensive environment. Using interviews and documentary inputs, we found evidence for all elements of the model, as well as interactions between them. Elements of the model include: personal identity, various social identities, social practices (including multi-level social structures, national and organisational culture and the management and leadership framework of the organisation) as well as aspects related to the job. A refined model, based on the case data is proposed as a theoretical explanation of the negotiation of work identity. The strength of the model lies in its consideration of various contextual factors which shape work identity. The value of the study lies in the insights it provides in managing engineers, and creating a context of management practices that will facilitate positive work identities. These include reward structures, the physical environment, use of external consultants and ethical factors in the organisation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

FR-P01-066

**Building affective commitment: The roles of perceived supervisor support and organizational justice**

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**Content: Purpose**to explore the relationship between perceived supervisor support (PSS) organizational justice, and affective commitment within academic environment in order to call more attention to the importance of supervisors' attitudes to employees.

**Desing/methodology**this study employed a cross sectional design with convenience sampling method. In addition, structural equation modeling was used to examine the goodness of fit and the relationships between variables.

**Results**PSS and organizational justice were predictors of affective commitment, and PSS was also significantly related to affective commitment. Furthermore, just as expected, organizational justice was an important mediator to the relationship between PSS and affective commitment.

**Limitations**convenience sampling method might make the sample weakly representative, so the generalizability of results will be discounted.

**Reseach/Practical Implication**the findings indicate that to improve teachers' commitment to the organization, university managers should enhance teachers' perceptions of organizational justice and PSS. This provided university managers with insights into the formation of teachers' affective commitment, as well as with theoretical foundation for decision-making on human resources management

**Originality/ Value**although more and more research has been conducted to explore the influence mechanism of affective commitment, so far, few empirical research can be found in organizational justice's mediating role in the relationship between perceived supervisor support and affective commitment. So, the present study is a ground breaking attempt. For future research, this study provided a conceptual foundation for research in the mechanism of organizational commitment

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Organizational commitment and identification*

FR-P01-065

**The influence of organisational change on the work identity of engineers: A multiple case study**

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**Content:** The aim of this study was to explore the effects of organisational change on the work identity of engineers. Work identity is a multi-dimensional and multi-layered construct that best answers the question “Who am I?” at work. It results from a fairly consistent process of identity work through which a person constructs and maintains a sense of identity, negotiating various tensions and demands which influence the process. Organisational change has implications for the organisational hierarchy, the way work is structured as well organisational culture, all of which influence work identity. Using a model of engineering work identity (Oosthuizen, 2013), a multiple case study approach was used to explore the impact of change on the work identity of five engineers in a petrochemical environment. Using interviews, we found evidence for all elements of the model, and were able to further expand our understanding of the components of the model as well as interactions between them. In addition, the influence of organisation change (both positive and negative) on various components of the model was identified. The value of the study lies in the insight it provides regarding the work identity of engineers generally, and in particular aspects that should be taken into account when managing engineers in the context of change. Aspects of importance include the nature of work, the impact of collegial networks on performance, the value of professional identity, the importance of training and development, and changes in work-life balance decisions.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Organizational commitment and identification***

FR-P01-062

**Analyzing the role of external and internal attachment orientations for organizational commitment**

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**Content: Purpose**

Attachment theory is increasingly recognized in the organizational context. Regarding the employee-organization-relationship studies find external attachment orientations (i.e., towards people outside the organization) as antecedents of organizational commitment (Schusterschitz et al., 2011). However, internal attachment orientations are assumed to have stronger effects on outcomes of the specific relationship (e.g., Cozzarelli et al., 2000). Hence, the purpose of this study is to analyze and compare the role of external and internal (i.e., organizational) attachment orientations for organizational commitment.

**Design/Methodology**

Using a sample of 215 working adults, external and internal attachment orientations were assessed based on items adapted from the Attachment Style Questionnaire (Feeney, Noller, & Hanrahan, 1994). The assumed interrelations were tested via path modeling.

**Results**

External and internal attachment orientations show significant correlations between the corresponding facets. However, internal attachment orientations show more significant relationships to the organizational commitment facets and act as a mediator between external attachment orientations and organizational commitment facets.

**Limitations**

The study is based upon a cross-sectional design and relied on self-report measures.

**Research/Practical Implications**

Results show that on both levels attachment-related antecedents of organizational commitment offer a promising basis for further research. Considering significant relations especially with internal attachment orientations, results highlight the relevance of relationship-specific experiences for the promotion of employee commitment in organizations.

**Originality/Value**

The present research is the first simultaneous investigation of external and internal attachment orientations. The results support the notion that internal attachment orientations are more relevant to commitment research in the organizational context.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

FR-P01-067

**"Redefining what it means to be a giant": A pilot study exploring the experiences of rural volunteer firefighters**

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**Content: Purpose**

Minimal research to date has examined daily experiences and their implications for role perception in firefighters who work in rural Canadian settings. The present study analyzed the experiences of volunteer firefighters in rural jurisdictions to understand their motivations, experiences of the role, and the well-being outcomes of the participants. These parameters provided insight into the role of organizational commitment and identity and the impacts of coping with role perception dissonance.

**Design/Methodology**

I employed a mixed-methods approach and utilized phenomenological analysis of interview transcripts as well as a Volunteer Firefighter Job Design Scale (VFJDS) to assess the reports of volunteers in rural stations in Alberta.

**Results**

The VFJDS highlighted a diversity of reported volunteer activities that extended beyond fire related incidents and reflected their rural environment. Review of the transcripts revealed five themes that defined the experiences of the participants: community support, camaraderie, personal factors, humanizing the hero image, role clarity, and community support.

**Limitations**

As this is a pilot study, I am unable to make claims about the generalizability of the five themes and diversity of reported experiences to other demographics of firefighters.

**Research/Practical Implications**

These findings provide insight into the reported experiences of firefighters and thus have implications for the recruitment, retention, and care strategies of recruitment officers and trauma service providers.

**Originality/Value**

This study is the first to examine the experiences and psychological outcomes of volunteer firefighters in the context role-perception in rural settings in Canada.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

FR-P01-068

**Organizational commitment explained by the interplay of job demand, and perceptions of justice and affect**

R. Doorn, Van\*

**Content:** Purpose

This study focuses on antecedents of organizational commitment and examines the interplay of work place demands, and perceptions of organizational justice and affect in.

**Design/Methodology**

Questionnaire data from 51 teams of retail companies entered multilevel analysis to account for potential group differences in explaining the variation in and effects on organizational commitment.

**Results**

Findings confirm the existing literature that affective commitment relates positively to organizational justice perceptions, but that affective commitment not always negatively relates to work place demands. In fact, organizational justice moderates the negative relationship between workplace demands and affective commitment, but only for employees who score high on positive affect.

**Limitations**

The multilevel analysis was based on subjectively queried, cross-sectional data.

**Research/Practical Implications**

The emotional components of commitment and justice warrant empirical focus on employee affect. Managers should strengthen perceptions of organizational justice in an organization to bolster affective commitment, but also to provide a buffer against the potential negative effects of work place demands on employee feelings of commitment.

**Originality/Value**

The study is one of the few to focus on antecedents of organizational commitment, and sheds more light on the role of employees' emotions and affect in how they perceive their place in an organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Organizational commitment and identification***

FR-P01-017-interactive

**Negative consequences of the organizational identification: mediation role of the workaholism**

A. Lovakov\*

**Content:**

**- Purpose**

A lot of research demonstrated that organizational identification has a number of positive consequences for workers. Identified workers are more satisfied with their work, demonstrate extra-role behaviors, less prone to absenteeism and turnover. It is beneficial to the organization, making it more competitive. However, such very positive view on the organizational identification is one-sided. First, relationship between organizational identification and positive consequences may be curvilinear (too-much-of-a-good-thing effect). Second, there are several studies showed the dark side of organizational attachment. Based on the social identity approach I propose a curvilinear relationship between organizational identification and workaholism, and mediation role of the workaholism in organizational identification's relationship with exhaustion, job satisfaction, and work-family conflict.

**- Design/Methodology**

The sample included 1783 employees of a major energy company, engaging in the production and sales of heat and electricity in several regions of Russia. Hypotheses were tested by the instantaneous indirect effect estimation of the workaholism.

**- Results**

The results revealed significant instantaneous indirect effect of the workaholism on organizational identification's relationship with exhaustion, job satisfaction, and work-family conflict. Highly identified workers demonstrate higher workaholism which increase exhaustion and work-family conflict.

**- Limitations**

Sample from single organization. Results based on the self-report data.

**- Research/Practical Implications**

These results imply that high identification with organization has negative consequences for worker.

**- Originality/Value**

This study is one of the few which show dark side of psychological attachment to the organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational communication***

FR-P01-069

#### **Issues you don't communicate at work: Antecedents and Consequences**

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<sup>1</sup>Marketing and Communication, Athens University of Economics and Business, Athens, Greece

#### **Content: Purpose**

The purpose of this study was to shed light on the antecedents and consequences of remaining silent at work. This study investigated the range of organizational issues that may cause organizational silence.

#### **Design/Methodology**

We interviewed 30 full time employees working for a range of industries such as pharmaceuticals, banking, shipping, consulting, coming from both the public and the private sector.

#### **Results**

Results revealed a wide range of organizational issues, upon which, employees choose to maintain silence in the working environment. Our analysis showed many causes of remaining silent at work such as individual characteristics, organizational characteristics, relationship characteristics and fear of suffering the consequences. Employees who remained silent at work suffered from stress, job dissatisfaction, distant or toxic interpersonal relationships and decrease in organisational effectiveness.

#### **Limitations**

Our research was based on a cross-sectional sample. Another limitation was that we asked participants to reflect on past experiences.

#### **Research/Practical Implications**

Practitioners and policy makers can benefit from the identification of the antecedents and consequences of organizational silence. Researchers can also benefit from these qualitative findings in order to further explore the construct of organizational silence and its associated processes.

#### **Originality/Value**

According to the best of our knowledge, this is the first time that issues, antecedents and consequences of organizational silence were explored on three levels (employee, supervisor and co-worker).

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational communication***

FR-P01-070

#### **'We are hung out to dry': How to interpret the critique of stakeholders**

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#### **Content: Purpose**

Stakeholders have long been recognized as vital to an organization's success and the ability to manage and respond to stakeholder feedback is found to be a key business practice. Research has suggested that organizations' attitudes and reactions to different stakeholders are affected by their perceptions of a stakeholder's characteristics, including the stakeholder's legitimacy, power and urgency. However, we know little about the processes through which organizational insiders derive meaning from stakeholders' claims and, in particular, evaluate the legitimacy of stakeholder critique.

#### **Design/Methodology**

We conducted 148 in-depth interviews with police officers in police organizations from nine European countries. We analysed the data in a five-step process, which was guided by both theory and the emerging results.

#### **Results**

We found that organizational insiders adopted four different legitimacy narratives when interpreting stakeholder feedback. These narratives were shaped by different attribution and legitimation processes and were associated with different behavioural reactions.

#### **Limitations**

The extent to which our results generalize to other sectors and organizations remains to be tested

#### **Research/Practical implications**

Our findings are relevant for a number of key outcomes, including insiders' acceptance of stakeholder voice, insider learning and stakeholder engagement.

#### **Originality/Value**

We provide new insights into how organizational members interpret the legitimacy of stakeholder critique. This is of high importance given that new (social) media considerably enhances the visibility of stakeholder critique.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational culture***

FR-P01-071

#### **Predictors of organizational culture attractiveness**

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<sup>1</sup>Moscow State University, Moscow, Russian Federation

**Content: Purpose.** The role of motivational values' dispositions and dominant types of interpersonal motives in forming evaluations of organizational culture (OC) attractiveness was analyzed by the means of regression analyses.

**Design/Methodology.** Personnel of several industrial enterprises participated in the study (285 Ss). They fulfilled a standardized tests' booklet: JDS (Hackman & Oldham, 1980), "Social Etalons Survey" (Pochebut, 2001), "Subjective Evaluation of OC" (Meyer-Chiker, 2003) and "OC Attractiveness Test" (Snetkov, 2001). By procedures of cascade factorization and regression analysis the structure of integrative tests' indexes and significant predictors of OC attractiveness were defined.

**Results.** Tree-factor structure of all integrative indexes was used for analyzing relationships between motivational values' dispositions, dominant types of interpersonal motives (cooperation, competition and autonomy) and different components of OC attractiveness. The patterns of main predictors of organizational culture attractiveness were depicted: 1) effective work in groups – "emotional comfort", "index of potential motivation", "orientation on social realization" and low "autonomy" ( $p < 0.0001$ ); (2) optimal job organization – "cooperation", "effectiveness of cooperation" and "competitions" ( $p < 0.001$ ); (3) psychological safety – "orientation on basic needs", "emotional comfort" and low "cooperation" ( $p < 0.005$ ).

**Limitations.** These results should be enriched by the data of wide-spreading research in different organizational settings.

**Research/Practice Implications.** Realization of the proposed approach is useful for elaborating new techniques for forming efficient and attractive type of organizational culture.

**Originality/Value.** The empirical research demonstrates the crucial role of motivational factors and working group interactions for establishing efficient and attractive types of OC.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational culture***

FR-P01-074

#### **Expected behaviors regarding the organizational values: alignment of the Organizational Culture to the Strategic Guidelines.**

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<sup>1</sup>Planning, Budget and Management Department, Central Bank of Brazil, Brasília, Brazil

**Content:** The paper presents the experience of a Brazilian public agency, with approximately 4000 employees, in specifying the expected behaviors related to its organizational values, in order to improve the compatibility between the organizational culture and its strategic planning.

This specification aims to stimulate the practice of strategic organizational values, which can be understood as principles of conduct that must be followed by the employees in order to achieve the strategic objectives planned for the period. The behaviors express in concrete terms, for each strategic organizational value, what is expected from employees, by exemplifying conducts which should be strengthened and behaviors that should be avoided. Research techniques were applied to ensure greater clarity in their description and greater understanding on the part of employees.

The methodology included the following steps:

1. Semantic memory survey with the employees to elicit the semantic associates for the organizational values of the previous strategic planning cycle (2010-2015);
2. Analysis of behaviors related to organizational values of the previous strategic planning cycle (2010-2015), including elimination of confusing items and standardization of language;
3. Elaboration of lists of desired and non-desired behaviors for each strategic organizational value, using the terms most associated with them, resulting from the semantic memory survey;
4. Semantic validation of the new behaviors description performed with a sample of the employees;
5. Final validation of new behaviors by the Strategic Committee of Personnel Management and the Board.

As a result, once the expected behaviors were defined, they were disclosed to all employees and published in notebooks delivered to the employees. The disclosure was sponsored by the agency's president that, in an online public letter, suggested not only the reading of behaviors, but the use of the notebooks as a permanent reminder of conducts aligned with the desired organizational culture. However, these expected behaviors are still not reflected on the performance evaluation questionnaires currently in use in the organization, but this possibility is under analysis.

Finally, the value of establishing expected behaviors is to promote a greater alignment between the "desired culture" and the "real culture", facilitating the achievement of strategic objectives.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Organizational Structure, Culture and Climate***

### ***Organizational culture***

FR-P01-018-interactive

### **Characteristics of Learning Organizations in an Engineering Academic Unit**

J. Weston <sup>1,\*</sup>, Z. Byrne <sup>1</sup>, A. Maciejewski <sup>1</sup>

<sup>1</sup>Colorado State University, Fort Collins, United States

#### **Content: Purpose**

Learning organizations are understudied, in particular within the academic community. How characteristics of a learning organization relate to cultural, leadership, and organizational change features is unknown, leaving leaders in the dark on creating their own learning organizations. We apply the lens of a learning organization to examine the culture of an engineering department.

#### **Design/Methodology**

Participants (N = 59) were employed in two engineering departments at a large university in the United States. The departments either recently experienced culture change, or were undergoing a major organizational change intervention.

#### **Results**

Analyses indicate characteristics of learning organizations are positively associated with innovative and supportive cultural facets, low levels of organizational change cynicism, high quality leader-member exchange relationships, and high levels of work engagement.

#### **Limitations**

Data are not experimental, prohibiting causal inferences. Sample size is small; however, respondents represent a highly motivated audience to whom organizational change is salient and the samples are representative of their populations in terms of gender, age, job type, and job rank.

#### **Research/Practical Implications**

Fostering a culture embodied by learning organizations plays an important role in both engaging employees and mitigating their cynicism during times of change. Moreover, positive leader-member exchange relationships and certain cultural perceptions that embody learning organizations play a critical role in change interventions.

#### **Originality/Value**

By exploring the characteristics of a learning organization using a sample of working adults experiencing change episodes, we advance science and practice through recommendations for employers, and an expansion and validation of the nomological network of learning organizations.

**Disclosure of Interest:** J. Weston Conflict with: NSF Funded Research, Z. Byrne Conflict with: NSF Funded Research, A. Maciejewski Conflict with: NSF Funded Research

**Keywords:** None

***Organizational Structure, Culture and Climate***

***Organizational culture***

FR-P01-072

**The Experience Counts: Employees' Different Reactions to Workplace Uncivil Behaviors Based on Status and Organizational Structure**

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<sup>1</sup>School of Psychology, University of Kent, Canterbury, United Kingdom

**Content:** The present research sought to advance our knowledge in this area (the relationship between social hierarchy and subtle form of mistreatment) focusing on the moderating influence of organizational structure to understand the effect of incivility on several organizational outcomes. In particular, we examined participants' responses to uncivil acts exhibited by a colleague in a different rank in the hierarchy between organizational structures (vertical vs. horizontal). Findings from Study 1 demonstrated that participants ( $N=272$ ) reported lower job satisfaction, commitment and higher turnover intention when they imagined being confronted with uncivil behaviors displayed by a manager compared to by a subordinate across organizational structures (described as either vertical or horizontal in a hypothetical scenario). In Study 2, we examined the same research question in real-world context demonstrating that participants who currently work in the vertical organizational structure ( $N=124$ ) reported lower organizational commitment and higher turnover intention when confronted with uncivil behaviors displayed by the manager compared to the subordinate. In contrast, participants who currently work in a horizontal organizational structure ( $N=86$ ) reported higher job satisfaction when confronted with uncivil behaviors displayed by the manager compared to the subordinate. In a further mediation analysis, organizational structure moderated the indirect effect of deviant status on turnover intention via job satisfaction. These findings showed that organizational contexts can lead to differences in the way people respond to rude behaviors in organizational settings. We will discuss the implications of these findings for literature on social hierarchies, culture and organizational behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational culture***

FR-P01-073

### **Product Safety Culture: A New Variant of Safety Culture?**

L. Suhanyiova\*, R. Flin, A. Irwin

#### **Content: Purpose:**

Product safety is a critical deliverable of product manufacturing and servicing which impacts on consumer well-being. Product safety failures have resulted in incidents that caused injury or death, for example in the automobile industry. However there has been little research focusing on how organisational safety culture may influence product safety. This paper examines whether there are any unique dimensions related to product safety culture (PSC) that may not be components of worker/process safety culture.

#### **Design:**

Qualitative methods, using a case study approach, have been used within a manufacturing company on two sites to examine what constituted PSC in practice. The data collection consisted of interviews, focus groups, document analysis and observations.

#### **Results:**

The results showed that PSC consists of the same dimensions found in worker/ process safety culture (e.g. communication, management commitment, safety systems) however there is added emphasis on safety systems and the understanding of technical systems, as well as an ethically and morally-centred approach to product design, manufacture and servicing.

#### **Limitations:**

The limitations concern the access to available participants, and that the studies have not been carried out across the entire business but only in two units. The issue of generalising from small samples should also be considered which could also be influenced by possible biases in self-reporting.

#### **Research/practical Implications:**

Improving the understanding of how organisational culture impacts product safety outcomes, specifically through worker product safety behaviour and allowing for the development of measurement methods for product safety culture.

#### **Originality/value:**

Defining the key dimensions of PSC.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Conflict in organizations**

**Organizational justice**

TH-P01-027-interactive

## **The Role of Justice in the relationship between Job Insecurity and Well-being: Insights from a longitudinal Swedish Cohort Study**

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**Content:** *Purpose:* It has long been known that job insecurity can be considered a stressor that decreases well-being. An important question is what organizations can do to decrease this stressful experience. The uncertainty management model suggests that organizational justice is important, because employees feel more control that decreases uncertainty if organizations apply fair and predictable procedures. Based on this rationale, the aim of this study is threefold: a) we investigate if procedural justice moderates the relationship between job insecurity and well-being, b) we test relationships cross-sectionally and over time, and c) we explore whether relationships differ for temporary vs permanent workers.

*Design/Methodology:* Data was derived from the 2010-2012 biennially waves of the Swedish Longitudinal Occupational Survey of Health (SLOSH) study. Data were analyzed using path analysis in a multigroup (permanent vs temporary workers) design. Well-being was measured in terms of emotional exhaustion, the key dimension of burnout.

*Results:* Job insecurity and procedural justice had main effects on emotional exhaustion. However, procedural justice moderated the relationship between job insecurity and emotional exhaustion only for permanent but not for temporary workers, and rarely over time.

*Limitations:* Different types of temporary contracts could not be distinguished.

*Research/Practical Implications:* Providing fair organizational procedures is an investment in employee well-being and especially important when permanent workers feel insecure about the future of their job.

*Originality/Value:* The justice-health link is still understudied, particularly in the interplay with risk factors such as job insecurity or temporary employment, and in longitudinal research designs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational learning***

FR-P01-019-interactive

#### **Entrepreneurial learning in business development services: Learning strategies in critical events**

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<sup>1</sup>Psychology Department, Federal University of Minas Gerais, Belo Horizonte, Brazil

**Content: Purpose:** This study investigates the interaction between informal and formal learning contexts during critical events of entrepreneurs participating in business development services (BDS). Our theoretical framework is based on the concept of Critical Learning Episodes (CLE), and details the role of learning strategies (cognitive, behavioural, and self-regulatory) and learning contexts (formal, informal and mixed contexts) in the solution of these critical events.

**Design/Methodology:** We conducted semi-structured interviews with eight entrepreneurs in the Information Technology sector. These interviews were fully transcribed, codified according to the theoretical framework, and systematized per CLE.

**Results:** Our analysis resulted in 64 CLEs, categorised in four types: entrepreneur-specific issues (n=13), entry and survival in the market (n=19), production issues (n=14), and managerial issues (n=14). Across these CLEs, we identified the predominant combination of cognitive and behavioural learning strategies in 71,8% of the episodes. Self-regulatory strategies are rarely reported across those CLEs. Informal and mixed contexts impact the most on these learning processes (44% and 45% of the CLEs, respectively); whereas formal contexts impact on 11% of the episodes.

**Limitations:** The main limitation of this study regarding generalisation of the results is the specificity of the sample: IT entrepreneurs of start-ups in BDSs.

**Research/Practical Implications:** This study provides insights to improve the practice of BDS managers, for organizational learning support and transfer of information to entrepreneurs.

**Originality/Value:** This work operationalises two concepts of difficult measurement: informal learning processes and learning strategies; it also makes clear the importance of informal learning contexts in the formation of entrepreneurs.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Organizational Change and Development***

***Organizational learning***

FR-P01-075

**Knowledge Seeking and Knowledge Type: A Career Perspective**

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**Content:** Knowledge Management has emerged as a central issue for organisation development researchers. However research to date has only focused on certain knowledge behaviours (e.g. sharing) despite the multi-faceted nature of knowledge management. Indeed, there are multiple behaviours inherent in knowledge management. Accordingly, this paper seeks to call attention to one specific behaviour, namely 'knowledge-seeking', as a means of better understanding employees use of knowledge in organisations. Drawing on research from the wider organisational development field, we identify 'career theory' as a possible antecedent to knowledge seeking behaviours. Specifically, we propose three distinct career types and their respective formative influence on the type of knowledge sought in organisations. A route-map for future researchers exploring this line of enquiry is presented.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Change and Development***

### ***Organizational learning***

FR-P01-020-interactive

**Facilitated dialogue as a hub for knowledge mobilization, development and change.**

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**Content: Purpose:** Scarce resources and a weak knowledge base in an organization calls for more efforts to be put in knowledge mobilization, development and change (KmDC). This equation has to be solved with innovative and wise use of existing assets. R&D units with the assignment to support KmDC in social services in sparsely populated areas of Sweden have tested a facilitating dialogue intervention as a hub for KmDC. The purpose of this action research intervention was multiple; creating a shared cognition and common view of current situation and needs in the local context, providing general knowledge on a regional level and providing knowledge essential for the R&D facilitating role. This cross-organizational tool was developed for finding synergy effects in local social services organizations as well as on a cross-organizational and regional level.

**Design/Methodology:** Action research approach were applied in a multiple case study including 18 Swedish municipalities. Moderated dialogue sessions with a preset model of specified questions, covering basic local conditions, existing KmDC, needs assessment of KmDC and the collusion situation were used. Results were documented and fed back to the local and regional context. Content analysis was applied.

**Results:** Participating organizations reported a better understanding of current conditions, some of them using this for further planning and KmDC actions. Results from all participating municipalities were summarized and presented in joint sessions for key actors. Plans for continues dialogues are now developed.

**Limitations:** Not all local actors were involved in the dialogue sessions

**Research/Practical Implications:** Increased understanding of the tools for reaching shared understanding that facilitates KmDC synergy effects is essential in a burdened social service

**Originality/Value:** There seem to be a value for meager organizations when systematically using facilitated dialogues for synergy and collaborative effects

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Organizational Structure, Culture and Climate***

### ***Organizational structure and design***

FR-P01-021-interactive

#### **Impact of agility on organizations from a psychological perspective**

M. F. C. Hudecek\*, P. G. Forster, S. Schell, J. M. Jopseh

#### **Content:**

##### **Purpose**

The self-determination theory (Deci & Ryan, 2000) suggests that the experience of autonomy, competence, and relatedness enhance performance, persistence, and creativity. While agile organizational structures become increasingly popular, research concerning the impact of agile organizations on basic needs is scarce.

##### **Design / Methodology**

Conducting an online study, participants ( $N = 162$ , 52% female) from different organizations were asked to rate their work-related basic need satisfaction (von den Broeck et al., 2010) and self-efficacy (Bandura, 2001). We further measured agility using 16 items covering relevant organizational processes, structures, and behaviors.

##### **Results**

Group comparisons showed that persons working in organizations low on agility ( $M = 3.97$ ,  $SD = .76$ ) have significant lower values of autonomy, relatedness, and self-efficacy. No significant differences were found for competence. Furthermore, path analysis revealed that agility predicts a higher level of autonomy ( $b = .57$ ,  $p < .01$ ,  $R^2 = .27$ ) and relatedness ( $b = .41$ ,  $p < .01$ ,  $R^2 = .12$ ) but not competence ( $b = .07$ ,  $p = .29$ ,  $R^2 = .01$ ).

##### **Limitations**

The present study is based on self-reports of agility. To ensure the psychometric quality of the agility measurement, future samples should comprise more participants within the same organization.

##### **Research/Practical implications**

The results imply that agile organization structures, processes, and behaviors are related to autonomy and relatedness but not to competence. Future research should explore whether the enhanced fulfillment of basic needs is also related to the success of organizations.

##### **Originality / Value**

This study is the first that investigated the impact of agile organizations from a psychological perspective.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Outcomes of constructive/destructive leadership***

TH-P02-073

**The impact of coaches' empowering leadership on rowing athletes' effort: the role of goals' difficulty**

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**Content: Purpose:** This study aimed to investigate the impact of coaches' empowering leadership on rowing athlete's effort. The perceived difficulty of the goal set by the rowing athlete for that day's training session was tested as a boundary condition for that effect. Using leadership empowering literature and goal setting theory, we propose that empowering leadership and goals' difficulty interact in the prediction of athlete's effort.

**Design/Methodology:** To test this model we collected data from 71 rowing athletes in 2 moments: before and after the exercise session. We also collected objective data on athletes' physical effort during the exercise session.

**Results:** Results showed that the effect of coach's empowering leadership on athlete's effort depended on their perceptions of the level of difficulty of the goals set for that training session. Empowering leadership was positively related to the effort displayed by the athlete only when athletes considered the goals they had for that training session were low in difficulty. When athletes considered that their goals were very difficult, their coach's level of empowering leadership was not a predictor of their effort.

**Limitations:** Although effort was objectively measured, data on goals' difficulty and perceived coach empowering leadership were self-reported.

**Research/Practical Implications:** Our results suggest that empowering the athlete is only beneficial for his effort when goals are less difficult.

**Originality/Value:** This paper brings together the literature on empowering leadership and goal setting. Additionally, it studies these interactive effects in rowing athletes, a population that has not been studied.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

TH-P02-015-interactive

## **Differentiated Leader-Member Exchange and Team Performance: Exploring the Role of Work Engagement and Support Climate**

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### **Content: Purpose**

Previous research has shown that differentiated leader-member exchange (LMXD) may have deleterious effects on group-level performance. However, research on the underlying mechanisms (mediators) and boundary conditions (moderators) is still relatively scarce. This paper examines the mediating effect of group-level work engagement and the moderating effect of organizational support climate on the relationship between LMXD and team performance in French Police stations.

### **Design/Methodology**

Data were collected in a three-wave longitudinal study among 1,471 police officers in 141 teams. In order to reduce common method variance, team performance was measured by the percentage of elucidated cases by the police team. We used a non-linear, non-parametric bootstrapping approach to test the moderated-mediation model.

### **Results**

The findings indicate that LMXD interacts with organizational support climate to predict police team performance through the mediation of team-level work engagement.

### **Limitations**

Recent research on differentiated leadership (Kunze, de Jong, & Bruch, 2016) has shown the need to examine multiple-path moderated-mediation hypotheses.

### **Research/Practical Implications**

Researchers should explore both cognitive and affective processes linking LMXD to team performance. Practically, the results of this study indicate that decision-makers need to be aware of the detrimental effects of differentiated leadership and to develop organizational climate that may buffer these effects.

### **Originality/Value**

This is a team-level study among French police officers of how differentiated LMX may influence police stations' efficacy and how support climate can buffer the deleterious effect of leadership differentiation, thereby merging areas of inquiry in leadership and organizational support.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

TH-P02-018-interactive

#### **How Social Support Influences Subordinates' Stressors and Strains perception: A Three-Country Study**

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#### **Content: Purpose**

Healthcare employees have challenging working conditions that can lead to stress and health problems. Researchers have long established a link between nurses' role stressors and work-related strains, but there is little literature on the effects of social support with the occupational stressors and strains at international level. The aims of this study are: to examine the association between role stressors, strain, supervisor and coworkers social support in different cultures and whether there are cross-cultural differences in the buffer effect of different types of social support.

**Design/Methodology.** 379 nurses across U.S., Germany, and Spain answered questionnaires on role conflict, anxiety, turnover intention and supervisor and coworkers' social support.

**Results** showed positive correlation between role conflict, anxiety and turnover intention in all three countries. Regression analysis revealed a significant buffer effect for supervisor support in the U.S.; no type of social support had a buffer effect in Germany, and only coworker support was found had a buffer effect in Spain.

**Limitation.** Results should be tested in diverse countries and with longitudinal design to get a deeper knowledge on the role of culture and causal inferences.

**Research/Practical Implications.** Results suggest, that the stressor strain relationship is the same in all three countries, meanwhile coping show cross-cultural differences in what type of social support acts as moderator in the stressor-strain relationship.

**Originality/Value.** This study increases existing knowledge on social support in organizations in regards to occupational stress indicating that depending on the culture organizations benefit from focusing on diverse types of social support.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

TH-P02-017-interactive

#### **Leadership and Stress in Team Settings: Does Team Climate for Learning and Passive/Avoidant Leadership matter?**

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**Content: Purpose.** Due to fluctuations in demands and organizational restructuring teams can suffer changes in their composition. Team members then are experiencing role stress that has been related to employees' strain. Based on Karasek's Job Demand-Control model a good team climate can contribute to the clarification and reassignment of roles, meanwhile poor leadership can be considered as a stressor. Little research is known that analyzes both mechanisms in the stressor-strain relationship. We hypothesized that role stressors (role conflict and role ambiguity) would be mediating the relationship between poor team climate for learning/poor leadership and strain.

**Design/Methodology.** Team members (n=502), working for a research company answered a survey on role stressors, strain, Team Climate for Learning and Passive/Avoidant Leadership. We tested multiple mediation models using the SPSS Macro 'INDIRECT'.

**Results** showed that poor Team Climate for Learning and the presence of Passive/Avoidant Leadership were contributing to the generation of role conflict and role ambiguity among team members and that, at the same time, was leading to higher perceptions of strain.

**Limitation.** The results of this cross-sectional study should be tested in a longitudinal design.

**Research/Practical Implications.** Team Climate for Learning and Passive/Avoidant Leadership seem to be playing a similar role in clarification and redistribution of roles. Teams could benefit different ways of training that could lead to a reduction in strain.

**Originality/Value.** This study increases knowledge on the possible mechanisms through which Team Climate for Learning and Passive/Avoidant Leaders are contributing to well-being outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

TH-P02-076

#### **Do Authentic Leaders promote Creativity, Psychological Capital and Performance in their Employees?**

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#### **Content: Purpose**

How can leaders facilitate an environment that helps employees to develop the best and most innovative ideas for improving the company's products, services and work processes?

Several studies have shown that Authentic Leadership has strong correlation with creativity among employees. Authentic Leadership also correlates with a number of other positive outcomes variables, including Psychological Capital and Work Engagement.

Our research will uncover if authentic leadership helps to promote creativity and innovation, and if so, by which mechanisms. We'll also measure if this affects performance. We hypothesize that Authentic Leadership are strongly correlated with employee creativity and work performance, and that this relation is partly mediated by employee PsyCap.

#### **Design/Methodology**

To test our hypothesis, we will gather data from a software company in San Francisco (USA) and a big national bank in Norway. Data will be gathered in the fall 2016, through an online survey and analyzed using SEM (Structural Equation Modelling). We will use the validated scales for authentic leadership (ALQ) and psychological capital (PCQ).

#### **Results**

We expect the results to support our hypothesis.

#### **Limitations**

Future studies could add better measures of creativity and innovation. Longitudinal studies using interventions with pre and post tests could better determine causality in the relationship.

#### **Research/Practical Implications**

If the study support our hypotheses, it would mean that developing Authentic Leadership could be one way to improve organizational innovation and performance.

#### **Originality/Value**

To our knowledge, the study is the first done in Norway and the first to compare a Norwegian and an American sample.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

TH-P02-019-interactive

#### **Subordinates' fear system in the relationship with supervisors**

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**Content:** Purpose: This research focuses on subordinates' fear system, an innate behavioral system, in its relationship with the supervisor. Based on the strategies of self-defense, fight, flight, freeze, and the notion of submissive and dominant self, we identify supervisors' behaviors which activate subordinates' fear system, the strategies adopted by the last and the impact of these critical events.

Methodology: Critical incidents qualitative interview was used with 15 public workers. Data was content analyzed using NVivo 10.0 (QSR), with an inter-coder agreement rate of 94.48%.

Results: Two types of supervisors' behaviors activate the subordinate's fear system: verbal and physical behaviors. The first may be direct (e.g., threatening) or indirect (e.g., create difficulties in integrating). The second may be active (e.g., gesturing) or passive (e.g., avoid contact). Subordinates adopt one or more defense strategies simultaneously, with fight being dominant, followed by freeze. The events are associated to positive and negative consequences, which impact the subordinate or the relationship. Subordinates refer to instability and emotional distress, perception of failure and demotivation.

Limitations: Inferences drawn should be tested using deductive studies.

Research/Practical Implications: This work contributes to research on leadership and well-being in the workplace, exploring the subordinates fear system. This underlines the need for leaders to recognize the negative impact of some behaviors. Findings also emphasize the importance of reflecting on the behavioral dynamics in organizations and designing strategies to minimize potential critical events.

Originality/Value: This work focuses on an important yet understudied topic: the activation of subordinates' fear system in the supervisors-subordinate dyad, using attachment theory.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

TH-P02-079

**Effects of Ethical Leadership on Employees' Work Attitudes: A Contingent Mediation Model**

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**Content:**

Purpose

We examined the boundary conditions and potential dark sides of ethical leadership influence on eliciting employees' work meaningfulness, and their subsequent job satisfaction, organizational commitment and turnover intention.

Design/Methodology

We tested the hypotheses with a two-wave survey data from 377 employees in China through hierarchical regression modeling.

Results

Results indicated that CSE accentuated, whereas POS attenuated the relationship in such a way that ethical leadership is effective in eliciting work meaningfulness and attitudes for employees higher in CSE or when POS is lower, and ineffective for those lower in CSE or when POS was higher. Further examination of three interaction revealed that ethical leadership would undermine employees' meaningfulness and favorable attitudes when employees' CSE was low and POS was high.

Limitations

Although our study provides a relatively comprehensive understanding of the ethical leadership-meaningfulness-work attitudes link by taking both the contingent effects of the external organizational situation (POS) and the internal dispositional characteristics (CSE) into consideration, future research is required for a more nuanced insight by taking the role of job characteristics into account.

Research/Practical Implications

We contribute to a deeper understanding of the boundary condition of the ethical leadership-work meaningfulness link. And we offer a more comprehensive insight into the forming mechanisms contributing to employees' work meaningfulness.

Originality/Value

Our current paper responds to the urgent calls for the integration of ethical leadership and meaning of work literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

TH-P02-074

**Relationships Between Different Leadership Styles and Job Satisfaction and Affective Organizational Commitment: Mediating Role of Trust in Leader**

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**Content: Relationship between Different Leadership Styles and Job Satisfaction and Affective Organizational Commitment: The Mediating Role of Trust in Leader**

**Burcu Taşkan, Yaşar University**

**Evrin Güleriyüz, Yaşar University**

The main aim of this study is to investigate the mediator role of trust in leader in the relationship between perceived leadership styles (authentic, participative and paternalistic) and affective commitment and job satisfaction of subordinates. Leader-member exchange theory focuses on the quality of the relationship between leaders and subordinates. If subordinates perceive their leaders as in-group members rather than out-group members, they would give more support and trust to their leaders which could lead to a higher quality relationship with them (Bauer and Green, 1996). As a consequence of this, job satisfaction and organizational commitment of subordinates would increase. Data were collected from 120 full-time teachers in both private and governmental schools in Turkey. The mediation analysis was conducted by using PROCESS software (by Hayes). It was found that trust in leader partially mediated the relationship between authentic, participative, paternalistic leadership style and affective commitment. Although authentic leadership style and participative leadership style had a direct effect on job satisfaction, they had no indirect effect on job satisfaction. There are some limitations in this research. All the variables were reported by the subordinates, which can lead to common method variance. This study is the first to systematically explore the mediator role of trust in leader between the school principals' leadership styles (authentic, participative and paternalistic) and teachers' affective organizational commitment and job satisfaction.

Reference: ( Bauer, T. N. and S. G. Green. 1996. Development of Leader-member Exchange: A Longitudinal Test, Academy of Management Journal, 39(6), 1538-1567.)

**Disclosure of Interest:** None Declared

**Keywords:** None



***Leadership and management***

***Outcomes of constructive/destructive leadership***

TH-P02-078

**Coping with Abusive Supervision: the Role of Emotional Intelligence**

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**Content:** Previous studies have shown that exposure to abusive supervision has a negative impact on victim's emotions, with consequences for their well-being. The present study aims to expand the content domain of abusive supervision research by examining subordinates' emotional intelligence (EI) as a moderator of the relationship between abusive supervision, employee emotions and emotional exhaustion.

Participants were 682 employees from different organizational settings. This study predicts that negative emotions mediate the relationship between abusive supervision and emotional exhaustion. We also suggest that subordinates' emotional intelligence acts as moderator in the relationship between abusive supervision and negative emotions, since employees with high EI have more effective emotional regulation and master their social interactions in a more effective manner.

Results indicate that the conditional indirect effect of abusive supervision on emotional exhaustion through negative emotions is significant ( $B = .18, p < .01$ ) and that the positive relationship between abusive supervision and negative emotions was significant when emotional intelligence was low ( $\beta = 3.15; p < .05$ ), but not when it was high ( $\beta = -.52; p > .05$ ).

An important implication resulting from this research concerns the effectiveness of subordinates' characteristics for coping with abusive supervision, not viewing subordinates merely as passive subjects.

One limitation is related to common method bias, since all data were collected from a common source (employees). Additionally, because our design is cross-sectional, we cannot infer causality.

Our findings expand the content domain of abusive supervision research by examining the buffering effect of subordinates' characteristics on the impact of abusive supervision on employees' emotional reactions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

TH-P02-075

**Analysis of the Relationship between Leadership Style and Work-Life Balance In different Countries**

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**Content: Purpose**

The influence of leadership on work-life balance (WLB) is becoming a major issue in the world of work. There is little literature on the relationship between leadership style and WLB at international level. The aim of this research is to examine the association between different types of leadership and WLB and whether there are cross-cultural differences.

**Design/Methodology.** Employees from Mexico (n=251), Philippines (n=308), USA (n=244) and Spain (n=215) answered questions on transactional and transformational leadership and work-life balance using the MLQ-5X and the SWING.

**Results** Hierarchical linear regression analysis showed that transactional leadership increases positive and reduces negative work-home and home-work interaction in all participating countries. Transformational leadership increases this effect even more.

**Limitations.** It would be interesting to get a deeper insight into the role of working and personal conditions as relevant mechanisms acting in the relationship between leadership style and work-life balance

**Research/Practical Implications.** These findings suggest that leadership is an important factor for work-life balance. It also remarks the importance of making leaders aware of their influence and provide organizations with leadership training as a crucial resource for achieving work-life balance of their employees

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

TH-P02-016-interactive

### **Czech Leadership Questionnaire: Preliminary analyses and adaptation into English**

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#### **Content: Purpose**

MLQ, the most widely used method for measuring leadership, has been criticized in recent years because the items describes not only leadership behaviors but also leadership outcomes. Furthermore, it does not distinguish between individual and group level of leadership measurement and the factor structure of its translation tended not to correspond to the original inventory. That is why we created the Czech Leadership Questionnaire (CLQ) as an original method. CLQ has four subscales of transformational leadership, three subscales of transactional leadership and one subscale of laissez-faire leadership.

#### **Design/Methodology**

We derived the 32-item inventory from 171 original statements formulated in focus groups with the use of expert evaluation and a pilot study. We conducted four studies with various samples (Czech subordinates, university students, bilingual respondents) to verify the factor structure and to assess construct and criterion validity of the inventory. We adapted the method into English using backward translation, cognitive interviews and a pilot study.

#### **Preliminary results**

SEM's indicated a good fit of the eight-factor model. Moreover, the transformational leadership scale correlated very strongly with transformational leadership scale in MLQ.

#### **Limitations**

The inventory does not include emerging leadership styles such as authentic or ethical leadership.

#### **Research/Practical Implications**

We present new leadership inventory with good psychometric characteristics that is free to use for organizations and researchers.

#### **Originality/Value**

The inventory has only behavioral items that assess leadership styles on the group level. This enables more clear interpretation of the results. CLQ is also the first validated leadership inventory in Czech language.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

TH-P02-021-interactive

#### **The effect of Narcissistic leadership on turnover intention and intrinsic motivation**

H. Sørli, R. Rimol\*

#### **Content: Purpose**

Is the narcissist a natural born leader? The argument persists that a moderate amount of narcissism produces effective leadership outcomes. However, for the benefits narcissist leaders bring, there are significant costs to the organization and followers. An understanding of narcissism and its effect on followers is crucial to organizational effectiveness and well-being. Research shows that narcissistic leaders have a negative effect on organizational effectiveness due to their tendency to display exploitative behaviour and their difficulties in understanding others' emotions (Delroy & Williams, 2002). The hypothesis of the present study is that managers exhibiting narcissistic behaviour will have a negative effect on subordinates intrinsic motivation and turnover intention.

#### **Design/methodology**

Data will be collected from participants of an annual awards in Norway – "Young Executive of the Year Awards" autumn 2016. A 180-degree assessment will be used to assess turnover intention and intrinsic motivation, and the NPI will be used as a measure of narcissism in order to investigate whether subordinates of leaders with narcissistic tendencies report lower levels of intrinsic motivation and higher turnover intention.

#### **Limitations**

The sample will be young successful managers. A more diverse sample could be useful.

#### **Practical implications**

Organizations may consider interventions to screen for narcissistic leaders in the recruitment process in order to reduce the risk of high turnover intention and low intrinsic motivation amongst employees.

#### **Originality/value**

Increased awareness of the effects of narcissistic leaders can reduce the prevalence, thus eventually increase employee well-being and organizational effectiveness.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

TH-P02-077

## **Empowering Leadership and Learning in Health Care Improvement Teams: A Multilevel Analysis**

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### **Content: Purpose**

This paper examines how empowering team leader behaviour, psychological safety and deliberate learning affect the perceived success of new healthcare initiatives spurred by the US *Affordable Care Act*. It responds to calls for research that explore how empowering leadership influences the team learning environment in dynamic organizations.

### **Design/Methodology**

Multilevel structural equation modelling was used to analyze 62 American healthcare teams, with 57 team leaders and 326 team members participating.

### **Results**

At the individual and team level, the empowering style of team leaders influenced perceived implementation success through the mediators of psychological safety and deliberate learning. The relationship between team psychological safety and deliberate learning was significant only at the group level. The relationship between deliberate learning activities and perceived success was significant only at the individual level.

### **Limitations**

The cross-sectional nature of our study may limit its generalizability.

### **Research/Practical Implications**

The findings demonstrate that empowering leadership can foster improved learning and psychological safety, and impact how employees and teams evaluate the success of new initiatives. It offers practical insight to organizations seeking to drive change through rapid improvement teams.

### **Originality/Value**

Limited research has explored how empowering leadership impacts team learning particularly in dynamic settings. This study contributes to the growing literature on team psychological safety and deliberate learning, and demonstrates how empowering leadership can help firms implement complex new initiatives.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

TH-P02-081

**Servant leadership, span of control and outcomes in a municipality context**

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**Content: Purpose:** Within the servant leadership literature no study has, to our knowledge, been conducted to examine how span of supervision may shape the social-exchange relationships between the servant leader and their followers. The present study therefore investigate the moderating role of span of supervision through which servant leadership may relate to multifocal effectiveness outcomes in a municipality context.

**Design/methodology/approach:** The study population was drawn from a large-sized municipality in Norway where supervisors and their followers participated.

**Findings:** The results show that the relationship between servant leadership and job satisfaction was significantly moderated by span of supervision. Specifically, the results suggest a weaker positive relationship between servant leadership and job satisfaction with higher levels of span of supervision. Larger span of supervision create boundaries for servant leaders to pay close attention to the individual needs of each follower and follower's job satisfaction will therefore decrease, resulting in poorer job performance from their followers.

**Practical implications:** The present study poses a question to the presumed effectiveness of many organizational change processes of today, which involve flattening the hierarchical organizational pyramid by increasing the span of supervision for leaders.

**Originality/value:** The present study contribute to the servant leadership literature by identifying an important contextual variable that interfere with servant leader's ability to influence desirable outcomes for their subordinates.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Leadership and management***

***Outcomes of constructive/destructive leadership***

TH-P02-080

**Goal commitment mediates the influence of authentic leaders on followers performance, but only if goals are self-set**

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**Content:** The study of leadership has grown to such an extent that no single study can cover all leadership styles. Instead, it seems more realistic studying leadership root constructs, understood as the common denominator underlying similar leadership styles. Therefore, bridging work motivation and leadership literatures, we first predicted that a promotive leadership root construct (authenticity) would have a stronger effect on both objective and subjective followers' task oriented attitudes (goal commitment) and behaviors (goal attainment and perceived task efficacy) than a preventive leadership root construct (contingent rewarding). Second, we proposed that according to its regulatory focus, goal-setting types would moderate these relations. Thus, matching a promotive leadership root construct with a promotive goal setting type (self-set goals) will result in higher followers' performance than combining a promotive leadership root construct with a preventive goal setting type (assigned goals), or combining preventive leadership root construct with a preventive goal setting type. Thirdly, we explored the relative importance of goal attainment and goal commitment as parallel mediators of the effect of such leadership root constructs on followers' perceived task efficacy. The results of a laboratory experiment majorly support our predictions, showing that followers of authentic leaders that guide them into setting their task goals report a significantly stronger goal commitment, attain more goals and report higher levels of perceived task efficacy, than other possible combinations. Finally, our moderated mediation model suggest that when taken in parallel, goal commitment is a stronger mediator than goal attainment. Implications for theory and practice are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Leadership and management***

### ***Outcomes of constructive/destructive leadership***

TH-P02-020-interactive

#### **Assessing the indirect effect of leadership on unethical behaviour via affective commitment**

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#### **Content: Purpose**

Unethical behaviour in the workplace could adversely affect the efficiency of the organization. Research suggests that leaders are models for ethical conduct and reinforce followers' ethical behaviour. In this study, we argue that leadership has a significant effect on workplace ethical behaviour. This relationship is indirect and via affective commitment, in that perceptions of strong leadership leads to higher affective commitment, which leads to less unethical behaviour.

#### **Design/Methodology**

Data were collected from 322 Canadian Army personnel who completed a measure of leadership, organizational commitment, and indicated the likelihood of obeying an unlawful command, or engaging in discriminatory or self-serving behaviour.

#### **Results**

Mediated regression analysis found that leadership had an indirect effect on intentions to obey an unlawful command and to discriminate, and this effect is through affective commitment. Specifically, perceptions of strong leadership lead to higher affective commitment, which in turn leads to less likelihood of engaging in unethical behaviour.

#### **Limitations**

This study was conducted with Canadian Army personnel and is cross sectional, thus no inferences can be made of causality or stability over time or various situations.

#### **Research/Practical Implications**

These results echo the sentiment of Yukl (1989) who concluded that leadership behaviours influence organization effectiveness, but it is most likely that this process occurs through a leader's impact on several intervening variables. We showed that one intervening variable is affective commitment.

#### **Originality/Value**

To our knowledge, there is no research that has investigated the mediating effect of affective commitment on the relationship between leadership and followers ethical behaviour.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employment relations***

***Part-time work***

SA-P01-078

**CAREER PATHS OF WOMEN WHO WORK IN DIRECT SALES OF MULTILEVEL MODE, IN BOGOTÁ COLOMBIA**

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**Content:** From a psychosocial perspective, a critical reflection was carried out by understanding labor paths of forty women who work in direct sales of multilevel mode, in Bogotá Colombia. The objective was to identify various paths that outline the working life of the participants who work in a social context of deregulation.

A quantitative study was conducted. We selected a biographical method in order to collect information. This provided a retrospective approach to both the working environment and the significance given by the participants to their experiences, opportunities and future. The data was organized through categorical analysis.

Results describe the different career paths that show the ways in which participants have faced changes in their working lives and how this has affected their views and perceptions about work and job positions. Relations between the construction of working trajectories and the incidence of factors associated with autonomy, independence, decisions, fears and challenges experienced by women throughout their working lives, are identified. Likewise, the trajectories and highly individualized meanings of work, characterized by permanent mobility, uncertainty, and instability are interpreted.

The main limitation of this research is the local vision that was proposed. However, this can be experienced by women from other cultural contexts.

We conclude that the results allowed an interpretation of the transformations in the configuration of the labor market in Colombia and how it impacts women. We proposed reflections and debates intend to question the public policy and regulation stating the current working conditions as part of the final recommendations.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Part-time work***

SA-P01-079

**Reducing working hours: When is it good and when is it bad?**

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**Content: Purpose:** Driven by on-going financial crises, organizations have started to offer their employees "reduced working hours". Despite the growing prevalence of this flexible work practice (FWP), little is known whether employees and organizations benefit from it and under which conditions the effects of adopting a reduced working hours policy are observed. The aim of this study is to explore the contextual conditions that strengthen and weaken employee outcomes relevant for employees (affective commitment) and organizations (manager rated work performance).

**Design:** The Work Employment Relations Survey 2011 (Britain) is used to explore the deteriorating effects of perceived hindering work demands and the strengthening effects of managers' communication ability in the relationship between reduced working hours and employee outcomes.

**Results:** Findings from multi-level analyses (N= 19.444 employees nested in 455 workplaces) supported our proposed model.

**Contributions:** This research provides a broader picture regarding the effects of a unique form of FWP and complements research which emphasizes the role of line managers in effectively translating the effects of certain HR practices relevant for employees and organizations.

**Practical Implications:** Organizations can adopt policies to encourage supportive and open communication between employees and managers. Caution is also needed in designing jobs; as hindering job demands such as time pressure and overload rule out the positive effects of reduced working hours.

**Limitations:** Cross-sectional design and single-country nature of this data are limitations that deserve note

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Performance***

SA-P01-087

**Does pay for performance increase employee motivation and performance?**

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**Content: Purpose:** The private sector in Sweden as well as other industrial countries is rapidly moving towards more pay-for-performance oriented pay-systems in order to increase the employees' work motivation. In the research literature there has been a long lasting debate on whether pay for performance increases or decreases motivation, especially in relation to intrinsic motivation (the crowding-out effect) and scholars are still debating on the effects of pay-for-performance systems on employee motivation and performance. The aim of this study was to investigate how employees' pay level and pay raise relate to motivation and performance within the context of a pay-for-performance system.

**Methodology:** Questionnaire data was collected in 2016 among all employees in a private Swedish industrial company (N=98). This was supplemented with performance ratings from their pay-setting managers.

**Results:** The findings indicate that pay for performance may have a positive impact on employee motivation and performance.

**Limitations:** The data is cross-sectional and collected among workers in one private organization, which limits generalizability.

**Research/Practical implications:** The study gives an input to the pay-motivation-performance puzzle with implications for managers and organizations.

**Originality:** Self-reports of motivation are supplemented by managerial ratings of performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-088

### **Make us more productive! The role of multiple team membership, reward structure and leadership for individual performance and amount of errors**

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#### **Content: Purpose**

Asking employees to simultaneously engage in multiple teams with various assignments (i.e. multiple team membership/ MTM) is an increasingly common practice among knowledge intensive companies. While reasons are often diverse, a common denominator concerns the potential increase of individual performance. However, empirical data on the implications of MTM and its interaction with other work design features on performance (i.e. how effectively does the person convert the input into the expected output) and amount of errors are scarce and cross-sectional.

#### **Design/ Methodology**

We use an experimental design to explore the influence of MTM on individual performance on a cognitive task (202 participants nested in 69 teams, 25 men, Mage=21.15), as well as the role of the reward structure and leadership functions implemented in the team.

#### **Results**

Our findings show that an inter-team competitive reward structure (versus collaboration) increases individual performance (i.e. the quantity of the expected output), as well as the number of errors. On the other hand, leadership functions (problem solver versus team climate supporter) have no effect on performance, while a team climate supporter leader is associated with an increase in the number of errors committed during task execution. Preliminary survey data collected in organizations (N = 112, 45 men, Mage=35.15) provide support for the positive relation between inter-team competition and individual performance in an MTM setting.

#### **Limitations**

#### **Research/Practical Implications**

The results have direct implications for the design of work environments.

#### **Originality/Value**

First experimental study to look at the implications of multiple-team membership, reward structure and leadership functions on individual performance and errors.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-024-interactive

### **Employee's innovative behavior – personal values' perspective**

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#### **Content: Purpose**

The main purpose of the study was to investigate the relationships between personal values and innovative behavior of employees. According to Schwartz theory, basic human values have motivational consequences, being reflected in goals and behavior patterns. They can also foster organizational behaviors, such as innovativeness.

#### **Design/Methodology**

The study involved 263 employees from micro, small and medium-size companies from Poland. To measure personal values, the Portrait Values Questionnaire (PVQ-21) was used. The innovative behavior was measured using the Innovative Behavior Questionnaire. Job characteristics were measured with the Work Design Questionnaire.

#### **Results**

Results of this study show that employees' personal values are related to their innovative behavior. In regression analysis, self-enhancement and conservation values occurred to be significant predictors of innovative behavior. Moreover, mediation analysis showed, that autonomy at work mediates relationships between self-enhancement, self-transcendence and conservation values and innovative behavior.

#### **Limitations**

Dependent variables were only measured by self-report method. The cross-sectional design of the study limits causal conclusions.

#### **Research/Practical Implications**

Results of this study lead to better understanding the mechanisms of individual innovation creation. They might be interesting not only for scholars involved in innovation research, but also for human resource management practitioners.

#### **Originality/Value**

Results of the study bring new insight to innovation research. This is the first time when relationships between personal values of employees and their innovativeness are investigated.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Performance and productivity*

*Performance*

SA-P01-086

**Guilt is good: The benefits of anticipated guilt and guilt proneness for job performance**

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**Content: Purpose.** Is guilt good for employee performance? According to many self-help books that bestow the virtues of a guilt-free life, the answer to this question is decidedly, “No.” However, others offer an affirmative response, citing guilt as the reason they get anything done. Which view is correct? Organizational scholars have opined about the impact of guilt on workplace outcomes before, but no systematic study of the relationship between guilt and job performance has been performed. We integrate theories of affective forecasting with research on moral affectivity to suggest that the anticipation of guilt is a positive driver of job performance, and that those who are most inclined to anticipate guilt—across time and situations—are likely to stand out as strong performers.

**Design/Methodology.** We first use a combination of survey and archival methods to assess the relationships among guilt proneness, anticipated guilt, and job performance in a sample of workers from an online labor market. We replicate these findings in two field studies of employees from two software companies.

**Results.** Linear regression models support the positive associations among anticipated guilt, guilt proneness, and job performance.

**Limitations.** The survey and correlational design limit the causal inferences that can be drawn.

**Research/Practical Implications.** These findings advance understanding of the importance of moral emotions on positive employee outcomes.

**Originality/Value.** As a potential factor accounting for employee performance, guilt remains understudied. In showing positive relationships among anticipatory guilt, guilt proneness, and job performance, this work reveals an upside to a dysphoric emotional experience.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Performance***

SA-P01-023-interactive

**Skill Acquisition and Task Complexity: the Moderating Effect of General Mental Ability**

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**Content:** General mental ability (GMA) is often seen as an excellent predictor of job performance. In this study, we investigated whether task complexity and GMA have an interactive effect on job performance. We expected that the difference between individuals with high versus low GMA is especially profound when performing a less complex task compared with when performing a very complex task. In our experiment, 135 participants filled out several questionnaires and participated in our air traffic control (ATC) computer simulator task. Growth modeling analyses firstly revealed a main effect of task complexity: A complex task is more difficult to perform than a less complex task. Secondly, our results show that GMA moderates the relationship between task complexity and performance, in such a way that performance difference between individuals with high and low GMA is larger when they have to perform a less complex task. In a complex task, the performance advantage of high GMA individuals is smaller. These findings stress the importance of taking into account both individual and task characteristics in selection procedures.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Performance***

SA-P01-027-interactive

**Role of Specific Abilities: Again, Not Much More Than  $g$**

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**Content:** Despite compelling evidence for the superiority of general mental ability (i.e.,  $g$ ) in predicting work related criteria (e.g., Schmidt & Hunter, 1998), the role of specific abilities in explaining additional variance over the  $g$  factor has long been of extensive research interest. Recently, Krumm et al. (2014) called for the examination of boundary conditions of the dominance of general versus specific cognitive abilities as predictors of job performance. In the present study we examined incremental validity of four job-related specific abilities (i.e., visual attention, auditory attention, reaction time, and time to contact estimation) over general mental ability in predicting performance of blue collar workers ( $N = 66$ ) in a large manufacturing company in Turkey. Multiple regression analyses revealed that  $g$  was a significant predictor of job performance ( $\beta = .27$ ,  $F = p < .03$ ) and that incremental contribution of job-related specific abilities above and beyond  $g$  failed to reach significance.

**Disclosure of Interest:** None Declared

**Keywords:** None



## **Performance and productivity**

### **Performance**

SA-P01-081

### **Accountability, creativity, and Psychological Capital in non profit organizations**

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**Content:** *Purpose.* Felt Accountability, which is briefly defined as the need to justify one's decisions and actions (Lerner & Tetlock, 1999), represents an inherently assumed, yet historically underexamined, linkage between individual and organization. Furthermore, Creativity is regarded as a key to organizational success and survival (Amabile, 1996; George & Zhou, 2012): what is the link between this construct and a well-established predictors of creativity like Psychological Capital in the non profit sector? In order to answer at that research question this study is situated in the theoretical framework of Self-determination theory (Deci & Ryan, 2000) and is based on three hypothesis:

1. Psychological Capital is a predictor for Creative Behavior;
2. Felt Accountability moderates the relationship between Psychological Capital and Creative Behavior;
3. stronger Empowerment, in particular Hope associates with higher employees' Creative Behavior;

*Methodology.* Research participants were employees and managers from four Italian and British not for profit organizations (N=202), ranged in age from 21 to 56 years (median age=33). To test our hypothesis we run several path analysis.

*Results.* The results of path analysis provide support for hypothesis 1 and 3, hypothesis 2 was partially confirmed by the data.

*Limitations.* Our findings may suffer from limitations related to the nature of self-report data.

*Research/Practical Implications.* The study help to better understand the processes which enhance creative behaviours and in particular the role of felt accountability.

*Originality/Value.* Our contribution will add new information on the link between felt accountability and predictors of creativity like Psychological Capital in the non profit sector

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-090

#### **The impact of empowerment in employee and customer satisfaction in a contact center**

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#### **Content:** Purpose

This study aims to analyze whether organizational empowerment policies and practices have impact on the satisfaction of employees and customers in the context of contact center operators, who traditionally have low empowerment

#### **Design / Methodology**

Data were collected through a questionnaire survey to 267 contact employees (temporary and permanent) of a telecommunication company to collect empowerment variables and job satisfaction, and the firm provided the net promoter score for each employee (the customer satisfaction measure). Previous validated scale were applied and structural equation modelling was used to test the relationship between the variables.

#### **Results**

Results show that structural empowerment leads to psychological empowerment and this, in turn, has a positive impact on employee satisfaction. It was found, similarly, that the structural empowerment leads to customer satisfaction, when mediated by psychological empowerment. The variable job satisfaction was found to have a positive impact on customer satisfaction.

#### **Limitations**

Even though subjects knew confidentiality was being preserved, subjects were identified to match their survey answers to the net promoter score.

#### **Research / Practical Implications**

Given the existing daily challenges in low empowerment context such as contact centers, this research recommends that the management opts instead for an empowerment approach to achieve better business results, innovation and improvement in customer service provision.

#### **Originality / Value**

This study, conducted in the context of services, provides an important contribution because of the lack of studies about the positive empowerment impact in customer satisfaction, mediated by psychological empowerment.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Performance and productivity*

*Performance*

SA-P01-082

**Effects of Mental Toughness on Job Performance and Turnover Intention: Testing the Mediating Role of Self-Efficacy**

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**Content: Purpose:** The aim of this study is to examine the direct effects of mental toughness on job performance and turnover intention among athlete employees as well as to test the indirect effects mental toughness on the same outcomes through self-efficacy. **Design:** Data was collected from a sample of 400 employees who were working in National Iranian Gas Company (NIGC) in a cross-sectional study. Data analysis was performed using AMOS-20 and SPSS-19 programs. **Results:** Mental toughness was positively associated with job performance and negatively associated with turnover intention, as hypothesized. Additionally, self-efficacy mediated the association between mental toughness and job performance; however, self-efficacy did not mediate the association between mental toughness and turnover intention. **Limitations:** Using self-reported tools, could lead to unclear data because certain answer options may be interpreted differently by respondents. **Research Implications:** As a considerable part of the relationship between mental toughness and job performance is mediated by self-efficacy, this can lead to designing educational programs to enhance job performance by increasing the self-efficacy of employees. **Originality:** This study proposes a new path in order to enhance job performance in an organization.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-026-interactive

#### **Design and implementation of an organisation management method, through the definition and monitoring of systematic indicators**

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**Content:** The International Centre for Veterinary Training and Information (CIFIV) of Istituto Zooprofilattico Sperimentale dell'Abruzzo e del Molise implemented a performance management system compliant with the ISO 9001 norm. The model includes indexes and indicators, which allow a detailed analysis of activities, performances, objective achievement, and comparable evaluation of results. This system provides a picture of the organisation, its internal dynamics, and evolution in time.

The performance quality requested to be competitive at this level, foresees the availability of monitoring tools for a systematic approach to control and evaluation of performances. Indexes and indicators – collected on a six-month and one-year basis – were used to perform a systematic assessment of the objectives achieved in a ten-year period.

These indicators are referred to various technical and management areas such as project award, activity assessment, customer satisfaction, learning assessment. The system implemented allowed the implementation of a model to manage the activities of a centre operating in the dynamic and variable environment of veterinary public health. External stakeholders do not adopt the same dynamic context assessment and this certainly represents a limit of the implemented model.

The research will also allow the spreading of this method and the application of functioning and monitoring parameters within the organisation, in order to achieve a global management supported by quantitative indicators.

The availability of a tested and validated management model in the framework of public health, will facilitate the harmonisation of performance assessment and comparison among obtained results.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-025-interactive

### **Relationship between the Employees' Perceived Performance and Various Work Related Psychosocial Characteristics**

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**Content:** The original plan was to develop better understanding of relationship between employees' perceived performance and various work related psychosocial characteristics. The starting point was to design proper measures and to use instruments that would achieve reasonable validity and reliability. To achieve named objectives we initiated five studies (N=974): in first phase were carried on two parallel studies - one in Poland (N=186) and another in Estonia (N=245); the second phase of study was focused on occupational samples (nurses, N=219; teachers, N=144; civil servants, N=89).

Motivation-Opportunity-Ability theory was adopted to develop Perceived Performance Scale. Secondly, from methodological perspective Counterproductive Work Behavior Checklist (Spector et al., 2006) was redesigned. Workaholism Scale was designed to examine Workaholism Syndrome. Finally, work related Social Skills Scale and Emotional Skills Scale were integrated. All employed instruments maintained adequate internal consistency reliabilities (Cronbach alphas varied from .70 to .96).

Our most intriguing finding was that occupations perceived performance differently. We compared Estonian sample as a standard with all others. Accordingly, teachers and nurses perceived productivity higher ( $p < .0001$ ). Also, teachers evaluate their knowledge and motivation significantly higher; on the other hand, civil servants evaluate own ability significantly higher. Perceived performance correlates negatively with different counterproductive behaviors (e.g. bullying, uncivil behavior ect.). We found negative correlation between perceived performance and employees' workaholism. Findings demonstrated connection between perceived performance and work related social and emotional skills.

In current study, we developed a methodology that might use to examine performance; we identified relationship between perceived performance and some work related psychosocial characteristics.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-089

### **Antecedents of Adaptive Performance - Combined effects of Feedback and Induced Mastery-Goals**

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**Content: Purpose:** In developing a highly adaptable workforce, knowledge of the antecedents of adaptive performance (*AP*) is crucial. Referring to findings concerning performance in general, we examined the combined effects of Feedback and Induced Mastery-Goals on *AP*.

**Design:** 200 undergraduates completed a computer-based, distractor-free matrices task. After completing half the items, participants had to react to an unforeseen change regarding the rules of the task, which allows assessing their (adaptive) performance. In a 2x2 experimental design Mastery-Goals were manipulated through different written instructions (Mastery-Avoidance-Goals, *MAv* vs. Mastery-Approach-Goals, *MAp*). During task pursuit, participants either received task-referenced Feedback or no Feedback at all. Furthermore, cognitive ability was assessed as a potential covariate.

**Results:** Interaction effects of *MA*-Goals and Feedback are presented. Overall, participants with *MAp*-Goals were most effective prior to the change (regarding both reaction times and the number of errors), whilst after the change participants pursuing *MAv*-Goals made the least amount of errors accompanied by increased reaction times.

**Limitations:** The student sample limits the generalizability of our results and might have restricted the variance of ability scores.

**Originality:** No previous study examined the effect of *MAv*-Goals on participants' adaptive behavior in an experiment with multiple transfer trials. This is striking, since Goal-Orientations in general is a popular predictor in *AP* research and the aim to avoid performance decline (*MAv*-Goals) seems to be especially salient in changing task contexts.

**Research Implications:** Future studies should further explore the effect of *MAv*-Goals on *AP* by including additional goal conditions and different *AP* operationalizations.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-083

## **Situational Strength as a Moderator of the Personality-Performance Association in Teaching Assistants**

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### **Content: Purpose:**

Aim was to conduct an initial test of the moderating effect of situational strength on the relationship between a work-discipline compound personality scale and task performance evaluations of university teaching assistants (TAs). It was hypothesized that in weaker situations based on clarity, consistency, constraints, and consequences the personality-performance association would be stronger as compared to stronger situations.

### **Design/Methodology:**

Data on situational strength perceptions and work-discipline compound personality scale scores were gathered from 61 TAs and performance evaluations from their faculty members from five universities in Turkey.

### **Results:**

The work-discipline personality scale moderately correlated with task performance. Interactions with the four situational strength moderators were not significant. Due to low power with the small sample, correlational patterns across the low-, medium-, and high-strength groups were checked as suggested by Beaty et al. (2001). Accordingly, as the job context was perceived to have potentially more critical consequences, personality was less associated with performance. Contrary to expectations, for clarity, as the situation got stronger, personality was more associated with performance ratings.

### **Limitations:**

Analyses need to be replicated on a bigger sample of TAs.

### **Research/Practical Implications:**

Even though results concerning clarity are contrary to expectations, it is still in line with goal-setting theory and the motivating value of setting clear goals. Results imply the necessity of focusing more on the moderation direction of clarity.

### **Originality/Value:**

This study presents the first investigation of studying the role of situational strength amongst TAs and underscores the importance of focusing more closely on the dimension of clarity.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-093

## **Conceptualization and Measurement of Craftsmanship and its Effects on Job Performance**

J. De Jong\*, B. van der Heijden

**Content:** *Purpose.* Although craftsmanship is a frequently used synonym for quality of work, the concept of craftsmanship is poorly understood and heavily understudied. In this paper, we aim to define and conceptualize craftsmanship, and to construct and empirically validate a measurement instrument. Moreover, its effects on supervisor- and customer-rated employee job performance will be investigated.

*Design/Methodology.* In Study 1, 28 interviews with employees were used to conceptualize craftsmanship, which resulted in a self-rated instrument that was validated in Study 2 in a sample of 178 employees. In Study 3, a sample of 54 supervisor-employee dyads assessed the association between craftsmanship and supervisor-rated employee job performance. Finally, in Study 4, 634 customer evaluations about 33 employees working in an insurance company were used to test the effects of craftsmanship on job performance.

*Results.* Analysis of the interviews revealed that craftsmanship can be conceptualized along two dimensions; (1) understanding the needs of beneficiaries; and (2) meeting the needs of beneficiaries. An instrument was constructed that includes 6 separate sub-dimensions. Furthermore, the results show that especially understanding needs was associated with supervisor-rated employee job performance, and that sub-dimensions of understanding and meeting needs impact customer-rated employee job performance.

*Limitations.* We used a limited number of professional occupations in exploring craftsmanship.

*Research/Practical Implications.* We provide a conceptualization of craftsmanship as a job skill, as well as practical suggestions on how to further develop craftsmanship.

*Originality/Value.* This study is the first to define, measure, and assess the effects of contemporary craftsmanship.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Performance and productivity***

***Performance***

SA-P01-091

**How Innovation Experts See the World: Understanding and Mapping Mental Models of Innovation**

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**Content: Purpose.** Organizations invest significant resources in identifying and developing individuals that are decisive for the success of innovation processes. However, it is still unclear why some people are more successful in managing innovation in organizations. Cognitive science suggests that differences between experts and novices originate in the structure and content of their mental models. Therefore our purpose is to map and identify differences in mental models of experts and novices during innovation decision making.

**Design/Methodology.** 10 novices (i.e., students of STEM departments) and 10 innovation experts (i.e., R&D managers with more than 10 years of experience) were asked to solve 9 innovation challenges using the think-aloud paradigm. The verbal protocols were first transcribed per idea-unit and then coded and analyzed by two researchers to identify qualitative and quantitative differences in knowledge and problem solving skills.

**Results.** Our findings demonstrate that experts have a more abstract and structured mental model of innovation and that they propose different problem solving strategies compared to novices.

**Limitations.** Due to time-consuming qualitative research techniques, we were restricted in our sample size and in the number of innovation challenges our participants were able to solve.

**Research/Practical Implications.** Understanding the decision processes and knowledge of experts that lead to effective innovation decisions can help organizations to develop effective (training)interventions aimed at enhancing innovation expertise.

**Originality/Value.** This study is one of the first to look closer at mental models of innovation to gain a better understanding of the role of individual cognition in innovative success.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Performance and productivity*

*Performance*

SA-P01-085

**GOING AGAINST THE GRAIN BUT RISING TO THE TOP: CAREER RETURNS TO ENGAGING CREATIVE BEHAVIORS AT WORK**

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**Content:** Recent work has highlighted the negative consequences associated with exhibiting creativity at work. The purpose of the present study was to evaluate whether engaging in creative behaviors offers positive career returns or indeed presents a detriment when it comes to succeeding in the workplace. Nearly 700 professionals reported the extent to which they engaged in the set of creative behaviors at Time 1 and reported on their career success (e.g., number of promotions received since Time 1) years later. We do not find evidence for a systematic bias against creativity. On the contrary, engaging in creative behaviors results in a greater number of future promotions and shortens the time elapsed since a person's last promotion. The observed effects can be attributed to the fact that people who engage in creative behaviors are more likely to generate creative ideas for new businesses. The number of new ventures respondents started or co-founded mediated the effect of creative behaviors on promotion related outcomes. This is the first study to document the positive career returns to engaging in creative behaviors.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Performance and productivity***

***Performance***

SA-P01-092

**Hedonic and eudemonic well-being as predictors of change in performance: co-fluctuation and reciprocal relationships**

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**Content:** This research aims to study the dynamic reciprocal relationship between the levels/rates of change in hedonic and eudemonic well-being (i.e., positive emotions and activity worthwhileness) and in-role performance in office workers. Eighty-three white-collar employees filled in a diary questionnaire twice a day, once in the morning and once in the evening, during four consecutive days.

The results indicate that the initial levels of state positive emotions positively predict both the initial levels of state in-role performance and the rate of change on state in-role performance over the 8 time points; the higher the initial level of state positive emotions, the steeper the rate of change of state in-role performance. Also, the rate of change in state activity worthwhileness predicts the rate of change in state in-role performance. Moreover, initial levels of state in-role performance and general level of positive emotions predict the initial level of state positive emotions.

These findings shed light on the dynamic character of both hedonic and eudemonic components of well-being as well as performance, and highlight the possible reciprocal processes between them, underlining the reciprocal importance of well-being for performance and expanding the Happy-Productive worker thesis. The results suggest that daily experience of meaning and purpose at work, two core components of eudemonic well being is an important factor for employees to achieve better performance on a daily basis that should complement the experience of positive emotions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-021-interactive

**Moderators of performance priming: the influence of personality on the effectiveness of priming interventions.**

A.-S. Ulfert\*

**Content:** In recent years, many have commented on the lack of knowledge concerning the logical connection between priming interventions and the behavior they arouse. While most priming studies investigate a generalized priming effect on performance (e.g. job performance), this study suggests that the effectiveness of a prime is partially depending on personality. In three experimental studies ( $N_1=68$ ,  $N_2=256$ ,  $N_3=60$ ), we investigated the effect of priming competence beliefs prior to a cognitive ability test. The effects of priming on goal setting, perseverance, and task performance were studied. Participants in the priming groups showed differences in goal setting behavior as well as perseverance. The priming showed to be particularly effective in people with a low performance goal orientation. Additionally, the role of generalized self-efficacy and test anxiety were investigated. The studies may have implications for further explaining the effects of performance priming as well as the role of personality concerning the effectiveness of priming interventions. While most priming studies investigate a generalized priming effect on performance, we suggest that the effectiveness of priming interventions is partially depending on individual differences. In three studies, the role of goal orientation, generalized self-efficacy, and test anxiety were investigated in relation to goal setting behavior, perseverance, and performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-020-interactive

## **AN INVESTIGATION INTO THE RELATIONSHIP BETWEEN THE DARK TRIAD OF PERSONALITY, WORKPLACE DEVIANCE AND CONTEXTUAL PERFORMANCE**

S. Murphy\*

### **Content:**

#### **Purpose:**

The dark triad of personality – Machiavellianism, narcissism and psychopathy – represent a constellation of overlapping personality traits found in the general population. The aim of this research project -was to overcome gaps in the organisational literature and determine the predictive value of the dark triad in determining counterproductive work behaviours (CWB) and organisational citizenship behaviours (OCB).

#### **Design/Methodology:**

A correlational study was conducted using validated measures and online surveys. A total of 149 participants took part in the study.

#### **Results:**

Linear multiple regression analyses indicated that the dark triad predicted 10% of the variance in organisational citizenship behaviour and 26% of the variance in counterproductive work behaviour. Psychopathy was correlated with position of seniority in the organisation.

#### **Limitations:**

One limitation of the present study is a reliance on self-report measures. Results suggest that there may be an unstable correlation between the DT and organisational outputs.

#### **Research/Practical Implications:**

The research provides evidence that the Machiavellianism, narcissism and psychopathy are distinct yet strongly correlated constructs and reinforces the importance of simultaneously measuring the three constructs to control for their shared influence. Negative traits are an equally important part of normal personality profiles and adding items that target the subclinical aspects of dark personality to existing personality assessments may have diagnostic utility in selection procedures.

#### **Originality/Value:**

This study represents one of the first to examine the dark triad, OCB and CWB simultaneously and therefore makes a significant contribution to existing occupational psychology literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Performance***

SA-P01-080

#### **Job Characteristics, Positive Overtime and Performance: A path analysis**

S. Zanfirescu\*, D. Iliescu

**Content:** The present study tests a mediation model in which job characteristics lead to overtime through work engagement, coaching and opportunities for development, finally having a positive effect on performance.

Participants are randomly selected full-time employees from several organizations with an overtime work policy, gathering a total number of 210 participants ( $N = 210$ ) with the age between 20 and 56 years ( $M = 28.34$ ,  $SD = 6.61$ ). Path analysis was used to test the hypothesized model. Statistical analysis was performed in R.

Results show an excellent model fit, supporting the proposed hypothesized model:  $\chi^2 / df = 200.76$ ,  $p < .01$ , CFI = .98, TLI = .97, RMSEA = .03 (90% CI = .00, .09),  $p < .05$ .

Some limitations should be taken in consideration. First, because the study design is cross-sectional, the results do not support a causality relationship. Second, other work-related variables (e.g., work time control) that could have given a better understanding of the hypothesized model have not been included in the present study.

Contrary to previous research focused on the negative outcomes of overtime, the present study is grounded on a positive approach. Previous studies have rarely focused on how overtime can lead to performance, and the present study shows this relationship to be positive, especially when job resources are perceived by the employee as being available.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Performance and productivity*

*Performance*

SA-P01-084

**The Negative Consequences of Not Being Able to Change Who You Are at Work: Development and Initial Validation of the Work Identity Rigidity Scale**

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<sup>1</sup>Leadership & Management Group, University of Amsterdam, Amsterdam, Netherlands

**Content: Purpose:** Work identity rigidity is defined as the degree to which individuals are reluctant to change their identity, even if this is necessary. Although identification with work is generally seen as positive for job satisfaction, organizational citizenship behaviour, and performance, having a rigid identity can be problematic as being flexible and able to respond to change is crucial in today's workplace. However, research has shown that letting go or reconfiguring identity is not easy and requires energy and resources that come at the cost of performance. Thus, we propose that work identity rigidity will negatively affect employee performance through the increase in emotional exhaustion that results from resistance to adapting one's identity.

**Design:** A multi-source quantitative study among 100 dyads in the Netherlands in which work identity rigidity (new scale) and emotional exhaustion were rated by employees and performance OCB and CWB by supervisors.

**Results:** Work identity rigidity is positively associated with emotional exhaustion of employees, which in turn is negatively related to task performance and OCB, and positively related to CWB. Controlling for the quality of the supervisory relationship, the relationship of work identity rigidity with task performance and OCB was mediated by emotional exhaustion.

**Research/practical implications:** Further development of our work identity rigidity scale may facilitate research on individual differences in identification processes in organizations.

**Originality:** Research on negative effects of identification is underrepresented and we introduce a scale for work identity rigidity, which was not yet available in the literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Human resource management**

### **Performance appraisal**

FR-P02-092

#### **The performance appraisal in the Public Sector: An analysis of research and real practices in Spain**

P. Ramos-Villagrasa, E. Fernández-del Río, A. M. Castaño, A. L. García-Izquierdo\*

#### **Content: Purpose**

Along the last years there is an increase on the rationalization of Public resources, including its employees. In that sense, the interest on the assessment of job performance is growing also. On 2007 Spain introduces the Basic Statute of the Public Employee (*Estatuto Básico del Empleado Público* in Spanish, EBEP) that compels the different public administrations to develop a performance appraisal system according with the principles of transparency, objectivity, impartiality and non-discrimination. The purpose of this poster is to describe the state of the art of the performance assessment in the different regions of Spain and compare it with the research evidence regarding this matter.

#### **Design/Methodology**

The research team performed a literature review regarding performance appraisal in Spain and the real practices of the different regions based on its legal framework and corporate websites.

#### **Results**

Although only a small amount of regions of Spain has developed a performance appraisal system most of them seems to follow the recommendations performed by researchers.

#### **Limitations**

The main limitation is that our study is focused only on one country and one kind of public organization (i.e. region-level). Further research should be performed to generalize the results to other scenarios.

#### **Research/practical implications**

Given that most of appraisal systems in Spain are still under development, there is an opportunity to incorporate practices according with scientific evidence. Our poster summarize this pending issues.

#### **Originality/Value**

This is the first review performed on this matter in Spain that is focused on performance appraisal with emphasis on science-based evidence.

#### **Acknowledgements**

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**Disclosure of Interest:** None Declared

**Keywords:** None



***Human resource management***

***Performance appraisal***

FR-P02-093

**Informal feedback after critical events: Can it help?**

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<sup>1</sup>Gent University, Gent, Belgium

**Content:** - Purpose

Given the recent debate about the limited usefulness of performance appraisal feedback in the workplace – due to its disconnection with daily activities and the lack of timeliness – we aimed to investigate whether more informal feedback would be beneficial for employees, particularly in stimulating more self-reflection in the aftermath of critical events at work.

- Design/Methodology

A weekly diary study was conducted over a 1-month period, and 29 out of 50 employees of a consulting company agreed to participate. On average they answered 2.79 of the 4 weekly questionnaires, such that the total number of observations equals 81. A second data collection using the same research design is planned for October, and will involve 45 employees from an insurance company.

- Results

Preliminary analyses on the first sample suggest that more critical events are related to greater self-reflection, although we did not find a moderating role of informal feedback. However, this may be due to low statistical power, therefore the same analyses will be conducted also on the second sample.

- Limitations

The limited sample size at this stage of the research suggests caution in interpreting the results.

- Research/Practical Implications

These preliminary findings imply that informal feedback does not enhance self-reflection further beyond critical events.

- Originality/Value

This is the first attempt to investigate how informal feedback is delivered, and contributes to scholars' raising interest on the specific events that happen at work and have a critical valence for those who experience them (Morgeson, Mitchell & Liu, 2016).

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Performance appraisal**

FR-P02-026-interactive

**Delivering a tasteful feedback sandwich - A scenario experiment on feedback order and feedback specificity**

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<sup>1</sup>TU Darmstadt, Darmstadt, Germany

**Content:** Purpose

Delivering negative feedback is among the most difficult and disliked tasks for supervisors. A common recommendation that purportedly improves acceptance among both supervisors (feedback givers) and employees (recipients) is to wrap negative feedback in positive feedback (so-called feedback sandwich). This feedback sandwich, however, lacks theoretical foundation and empirical support. Our study systematically examines effects of feedback order and specificity on recipient outcomes (feedback perceptions and behavioral intentions). We derive hypotheses from Kluger and DeNisi's feedback intervention theory and from cognitive models of memory to explain how recipients' attention is directed by feedback of varying order and specificity.

**Design/Methodology**

We conducted an online-experiment with a 2 (feedback order: positive-negative, negative-positive) x 2 (specificity of negative feedback: low, high) x 2 (specificity of positive feedback: low, high) within-subjects design. Participants ( $N=168$ ) responded to feedback presented in scenarios. Dependent variables were feedback perceptions (e.g., usefulness) and behavioral intentions (e.g., willingness to learn, implementation intention).

**Results**

We found main effects for specificity of both negative and positive feedback (preference for feedback of high specificity) as well as feedback order (preference for order positive-negative).

**Limitations**

It remains to be clarified how our results obtained in a scenario experiment generalize to real feedback situations and to actual behavior.

**Research/Practical Implications**

Our results imply that when providing a feedback sandwich, both positive and negative components should be highly specific.

**Originality/Value**

This study is among the first to examine effects of feedback order and specificity and provides indications on how to design feedback interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Personal growth and happiness*

FR-P01-022-interactive

**The role of self-regulation and the Future Time Perspective: The relationships between employees' eudaimonic and hedonic orientations, meaningfulness and engagement.**

A. Kelleher\*, G. Michaelides

**Content:** Purpose Would employees choose a working life that provides meaning and purpose, but is not enjoyable? Or work that is enjoyable, but provides no meaning or purpose? An initial cross-sectional study aimed to begin to address these questions. The interconnections between employees' eudaimonic and hedonic orientations; their future bias; self-regulation capacities; and their relationships with meaningfulness and engagement were assessed. Supported by the integration of the Future Time Perspective (FTP) theory and the Self-Determination Theory (SDT), which provides a strong theoretical base. The main hypothesis states that employees experience differences in levels of meaningfulness, based on their tendencies towards eudaimonic or hedonic processes, their future bias, and their self-regulation capacities during their tasks. Design A cross-sectional questionnaire was used and made mobile device accessible via the Qualtrics platform. Participants were recruited from three sectors: finance; consulting and marketing. Results At present, data collection is ongoing, and it is envisaged that 200+ employees will have participated. Multilevel analysis, CFA and EFA will be employed to analyse the results. Implications A central contribution is the assessment of how meaningfulness relates to eudaimonic and hedonic orientations, underpinned namely by the FTP theory and self-regulation capacities. Research on employees' orientations and meaningfulness is sparse. The interconnections between the past, present and future are a steadfast characteristic of meaningfulness (Bailey & Madden, 2015). The integration of the FTP and SDT is a novel theoretical approach, which will support the assessment of temporality and meaningfulness in the next study.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Personal growth and happiness***

FR-P01-076

**Which day-to-day events drive feelings of meaning, achievement and positive emotion?**

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<sup>1</sup>WWK Research Group, Kingston University, Kingston, London, United Kingdom

**Content:** Researchers require a better understanding of how episodic events are associated with daily (and momentary) experiences of meaning, achievement and/or positive emotion (MAP). This study sought to develop a taxonomy of day-to-day (work and life) events that impact on daily MAP. It comprised the exploratory phase of a wider study, which seeks to extend Affective Events Theory (Weiss & Cropanzano, 1996) beyond the occupational domain (to a broader life domain) and incorporate cognitive appraisals of events. The wider research will identify patterns/fluctuations in daily MAP and will incorporate an intervention study to improve wellbeing. The study had a repeated measures, diary study design. It used an innovative mobile app to report levels of MAP for the day and to record (verbatim) the most salient events that drove ratings (culminating in colour-coded feedback for the user). Fifty participants submitted up to 28 days of data (limitations of the study were that participants self-selected, reviewed different days, and different quantity of days which were not necessarily consecutive). Content/thematic analysis was used to generate the normative lists of events, which will then be related to MAP ratings using multi-level modelling. To account for both generic (e.g. events that cause similar appraisals for all participants), and idiographic (e.g. events that impact people differently according to individual differences) findings, the taxonomy is accompanied by a discussion of the psychological pathways that underpin appraisal of events. Findings will inform the positive psychology movement, especially researchers/practitioners who are interested in the day-to-day experience of wellbeing in work/life.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Technology, work-design and human-machine-systems**

**Person-technology interface**

SA-P01-029-interactive

**Using the Augmented Technology Acceptance Model to Investigate Drivers' Acceptance of an ITS**

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<sup>1</sup>Department of Psychology, Università degli Studi di Bologna, Bologna, Italy

**Content:** Implementation of new technological developments inevitably implies dealing with user's acceptance of such advancements. This is especially important when it comes to safety-related devices whose usage is optional because non-use of them can entail higher risks for humans. The present research explores the acceptance of an in-vehicle ITS that detects and avoids collisions with cyclists and pedestrians applying automated emergency braking from the lenses of the Augmented Technology Acceptance Model. Based on the Augmented Technology Acceptance Model, we hypothesized a path model that considered perceived usefulness and ease of use, as well as trust in the system, as predictors of behavioral intention to use the system. We administered an on-line questionnaire to 355 Italian drivers to measure the foregoing variables. Path analysis results showed both direct and indirect effects of perceived ease of use and usefulness on behavioral intention to use the system. Furthermore, trust was the strongest predictor of behavioural intention to use the system. Future research should explore previous experiences of the problem addressed by the in-vehicle system might determine the perception of usefulness of the system. Implications of the present research point out the importance of a user-centered approach to the design of technological advancements to maximize their acceptance. Moreover, campaigns aimed at increasing trust and perceived usefulness of the system could potentially boost the acceptance of the system. Among the original aspects of this research is the consideration of an automated system aimed at improving safety of non-users.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Technology, work-design and human-machine-systems***

***Person-technology interface***

SA-P01-028-interactive

**Methodological issues of surveys on information and communication technology (ICT) use after work**

A.-K. Seipp\*, S. Ohly, L. Duranova, A. Schmitt, J. Braukmann

**Content: Purpose:**

Work-related ICT use after work is an emerging topic in work and organizational psychology. There are different delivery modes for surveys. It is unclear whether online methodology influences survey results. Particularly, do online questionnaires initiate or prolong work-related ICT use after work? To answer this question, we tested if the delivery mode influences the incidents and length of work-related ICT use after work.

**Design/Methodology:**

We used a diary study with 167 German knowledge workers. Data were collected on 7 consecutive working days in the evening before bedtime either online via ICT devices (smartphone, tablet etc.) or via paper pencil surveys, asking for total time of work-related ICT use and the ICT device used. The paper-pencil survey was used as control group (n=16) to identify the impact of delivery mode.

**Results:**

Independent t-tests showed no significant influence of delivery mode. Using ICT to collect data did not result in longer work-related ICT use compared to paper-pencil measurement. Additionally, it did not affect which ICT devices were used.

**Limitations:**

Results cannot be generalised to additional outcomes as we only tested the impact of delivery mode on work-related ICT use.

**Research/Practical Implications:**

The results show that researchers interested in ICT use after work do not need to fear method artefacts. It enables researchers to renounce the use of effortful paper-pencil surveys and encourages them to use less demanding ICT as delivery mode.

**Originality/Value:**

To our knowledge, previous research did not analyse the impact of delivery mode on ICT use after work.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Technology, work-design and human-machine-systems*

*Person-technology interface*

SA-P01-094

**Private smartphone use at work : Give me a break!**

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<sup>1</sup>Work & Organizational Psychology, Erasmus University Rotterdam, Rotterdam, Netherlands

**Content: Purpose.** It is well-established that micro breaks can contribute to recovery. The results on private smartphone use at work are mixed. Some studies show negative effects, mainly due to the interruptive character of the mobile device. Other studies show that mobile internet use may positively contribute to productivity. In the present study, we examine whether private smartphone use at work is mainly interruptive, with negative relations to recovery, or that it is mainly experienced as a micro break, contributing to recovery.

**Design/methodology.** To test our hypotheses, we conducted a 4-day diary study in which 67 employees (49% female, mean age 31.1) participated. Most participants (89%) filled out at least three questionnaires.

**Results.** Private smartphone use during worktime was positively related to internal recovery when it was experienced as a micro break, and negatively related to internal recovery when it was not experienced as a micro break. Contrary to our predictions, we found the same pattern for interruptions. Importantly, interruptions only contributed to internal recovery when they were experienced positively.

**Limitations.** We asked retrospectively how long participants used their smartphone for private purposes, as well as the subjective experience of their use during the day.

**Research/practical implications.** Many employers aim to minimize private smartphone use during worktime. Our preliminary results show that there is also something to gain by private smartphone use during the day, especially when the interactions are positive.

**Originality/Value.** We show that employees may use their smartphone to foster their recovery during the day, by proactively implementing breaks or managing interruptions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

TH-P02-086

#### **Prevention for small business through networking and high-quality interventions**

C. Busch <sup>1,\*</sup> on behalf of e-RegioWerk and e-RegioWerk

<sup>1</sup>Work and Organizational Psychology, University of Hamburg, Hamburg, Germany

**Content:** Prevention and innovation for small business

**Purpose:** The craft with its small business is affected by the demographic development and innovation requirements in particular. It faces the challenge to retain and to win qualified employees by health-promoting work processes and skills development. These requirements can be dealt within the small-scale structure only through optimal regional networking and interventions, which suit small business.

**Design/Methodology:** In the German state project "Sustainable, health-promoting skills development in craft through Regional Networking (e-RegioWerk)", we develop web-based and quality-assured concepts for small business of craft and we develop networking of small business, prevention and training providers to regional prevention alliances.

**Results:** Until now, we developed quality criteria for prevention in small business and for networking using a mixed method approach and identified intervention needs, such as coaching of small business owners in network expertise, dyadic coaching of small business owners and their spouses in life-domain balance.

**Limitations:** It remains to be tested how effective these interventions are.

**Research/Practical Implications:** In addition to a high-quality networking, we aim at the development and testing of health interventions for small business. We use the opportunities of digitization and demography.

**Originality/Value:** Health interventions for small business are required by the demographic development and innovation requirements in particular.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Interventions***

### ***Prevention and intervention***

TH-P02-084

## **ANALYSIS OF THE PRESENCE OF MOBBING IN PUBLIC AND PRIVATE ORGANIZATIONS FROM THE AUTONOMOUS CITY OF BUENOS AIRES AND GREATER BUENOS AIRES, ARGENTINA**

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**Content:** Purpose: To analyze interactional and organizational factors involved in producing mobbing in public and private organizations.

Methodology: The study is quantitative. The VAL.MOB Scale, which investigates indicators of mobbing, was applied. It consists of 48 items distributed in four factors: Relationality, Intrusiveness, Disqualification and Regulatory Compliance, and a symptomatic subscale that summarizes the psychosomatic and physiological effects most frequently associated with mobbing; and a questionnaire of socio-demographic and socio-labor data. The sample consists of 421 participants from public and private organizations from the Autonomous City of Buenos Aires and Greater Buenos Aires, Argentina.

Results: 15% self-typified as a victim of mobbing, while the remaining 85% didn't. 13.3% workers of public sector and 15.4% workers of private sector self-typified as victims of mobbing. There are 13.01 cases of self-typification of mobbing per 100 employees of public organizations and 14.96 per 100 of private organizations. There is a slight tendency for mobbing to increase in the private sector. Analysis of VAL.MOB factors show that 47% have high scores in Relationality, 7% in Intrusiveness, 100% in Disqualification, 25% in symptoms, and 35% have low scores in Regulatory Compliance.

Limitations: The sample N is low, though currently in expansion. No qualitative findings are presented in this communication.

Practical Implications: It presents a map of factors with greater presence in the context under study, thus contributing to the layout of specific interventions.

Value: It allows differentiating the configuration of mobbing in public and private organizations from the perspective of interactional and organizational factors.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

TH-P02-022-interactive

### **Optimizing the effectiveness of organizational interventions**

D. Uslu\* and Asst. Prof. Yasemin Kisbu-Sakarya

**Content:** Purpose: Many organizations conduct training programs to improve employee well-being and performance. Yet, the question of under which conditions organizational training programs are the most effective is mostly unanswered. This study investigates which delivery features lead to highest training effectiveness for affective (i.e., attitudinal and motivational) outcomes. The delivery features we explore are: training method, duration and intensity of sessions, the presence of feedback and practice, and the use of e-learning.

**Design/Methodology:** A meta-analysis study ( $k=39$ ) is conducted using the Hunter and Schmidt (2004) approach. To be included in the meta-analysis, studies had to meet 4 criteria; examining affective outcomes, reporting effect sizes, having a control group, and publication year which is not earlier than 1980.

**Results:** The preliminary result have shown that the overall effect size of studies in which feedback included is less than the ones that does not include feedback, however this might due to

**Limitations:** Not all of the studies have reported the variables such as duration/frequency, and feedback/practice. This lack of information has limited the meta-analytic findings.

**Research/Practical Implications:** Training programs are often understood to be essential for an organization's success; to this end, they are an answer to the challenge of reaching optimal performance. This study will inform practitioners and allow programs to achieve their potential.

**Originality/Value:** None of the meta-analysis studies have examined a wide variety of training programs, as they mostly focused on investigating one specific type of program outcome (Burke, & Day, 1986; Jones et al., 2015; Collins et al., 2004; Parks, & Steelman, 2008). To our knowledge, this is the first study to investigate all types of organizational trainings targeting an affective outcome.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

TH-P02-083

## **BUILDING A MAP OF PSYCHOSOCIAL RISKS AND ITS VALUE IN AN INTERVENTION PROCESS AIMED AT NEUTRALIZING RISK FACTORS**

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**Content:** Purpose: To present an intervention in a public administration organization, which needs led to a system of psychosocial factors evaluation, producing a map of risk factors as well as cultural assumptions and dysfunctional organizational behaviors.

Methodology: A three-stage intervention design: diagnosis and risk map, transformation actions and re-test. The structure of a risk report including three levels of sensitivity and an intervention model of five steps for affected employees, and four steps for organization's managers is presented.

The study involves a focus-group model for transformation and clinical of testimony technique.

Results: The core findings focus on aristocratic conceptions, disqualifying and expulsive processes, deviations based on meritocracy, age and gender segregation, and contrast between the criterion based on rules and the criterion based on hierarchical levels.

At the intervention level are described working models used to produce counterculture, and empowerment processes based on social support.

Limitations: They are related to transformation in justice procedures and basic social consensus formation.

Practical Implications: To provide innovative models oriented to health and social support.

Value: Development of quality improvement indicators for work management and state employment. It includes assessment and transformation techniques.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

TH-P02-087

#### **Applying boundary objects to create coherence between management decisions regarding prevention of Musculoskeletal Disorders and implemented changes**

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**Content: Purpose.** This study aims to support social healthcare workplaces with methods to establish coherence between management decisions regarding prevention of Musculoskeletal Disorders (MSD) and the work related preventive changes implemented in the organization. The study builds on the known risk factors for developing MSD in combination with the theory of explication of tacit knowledge by the use of boundary objects (Carlile, 2002).

**Design/Methodology.** Searching the literature of visual knowledge generating methods, we selected those who focus on the work process and relate to one or more of the risk factors of MSD. The search resulted in the following methods: Workbooks, Photo-Safari, Layout Games, Employee Exchange, Videos and the Fishbone workshop. Three Occupational Health and Safety Departments in municipalities and one hospital tested the methods, which several public workplaces will apply starting January 2017.

**Results.** The identified visualization methods each addresses specific risk factors of MSD but when combined, they provide a holistic insight in to the work-related causes to MSD at the workplace. The new knowledge forms the basis for focused work-related preventive changes. The test participants found the methods applicable in relation to create coherence between strategy and practice.

**Research implications:** Our preliminary results imply that visualization methods can generate new knowledge about work-related causes to MSD, identification of new preventive changes and how they link to the preventive MSD strategy.

**Originality/Value.** The study investigates the application of boundary objects in the identification of causes and implementation of a preventive MSD strategy and work-related changes.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Interventions***

***Prevention and intervention***

TH-P02-085

**How do the Occupational Psychologists describe their successful and unsuccessful Counseling Cases**

M. Sipponen\*

**Content:** In this study, 11 Occupational Psychologists, who work in Occupational Health Services, were interviewed and asked about successful and unsuccessful cases in counseling. They described 21 successful cases and 22 unsuccessful cases. Success with clients was linked to good alliance with the client, the motivation and will of the client to make changes in their life or work, changes in the clients' habitus or behavior during the process, good co-operation with occupational health doctors and nurses, getting help at the right moment, freedom to regulate the length of the process, the abilities of the client, to the support of the boss or employer, psychoeducation, the experience and skills of the psychologist and the immediate positive feedback of the client. A new theoretical model for the success factors in counseling is discussed in the article.  
Keywords: counseling, occupational health, success, model

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

TH-P02-023-interactive

#### **Crafting Job and Personal Resources through a Participatory Art Project: Effects on Work Engagement**

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<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland

#### **Content: *Purpose***

Some research evidence shows that participatory art (i.e., several people participate in the making of art) is related to improved cooperation, learning new skills and becoming more creative at work (Berthoin-Antal & Strauß, 2016). These improved working conditions (job resources) and personal characteristics (personal resources) result from proactive changes in the ways of working together and from finding new perspectives to work tasks. Furthermore, proactive changes, i.e., job crafting, that employees make to their job and/or personal resources have shown to support work engagement (Bakker, Demerouti, & Sanz-Vergel, 2014). However, no intervention studies have investigated whether it is possible to enhance job crafting and increase job/personal resources and work engagement through a participatory art project. This is the aim of this study.

#### ***Design***

This quasi-experimental two-wave intervention study is being conducted over three one-month participatory art projects among teachers ( $n = 30$ ) working in six Finnish comprehensive schools. The teachers not involved in the art projects serve as the control group ( $n = 50$ ). The data is analyzed with repeated measures analyses of variance.

#### ***Results***

The projects are conducted during September–November 2016. The dataset will be complete in December 2016.

#### ***Limitations***

The targeted sample is rather small.

#### ***Practical Implications***

The ongoing reform in Finland's national core curriculum requires teachers to collaborate and develop innovative, multidisciplinary teaching methods. This study tests whether a participatory art project can help teachers reach their work goals and increase their work engagement.

#### ***Value***

This study clarifies the value of artistic intervention for work engagement.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Prevention and intervention***

TH-P02-082

**Titel:** Tomorrow I am going to get more active, really! – The Influence of Preparatory-Actions, Self-Efficacy, Action-Planning and Action-Control

K. Hilckmann\*

**Content:** The intention to get more active influences the amount of physical exercise, but the intention alone is not enough to predict the intended behaviour. Often, behaviour is not in line with intention. This study deals with the question how preparatory-actions and volitional variables bridge the intention-behaviour gap. By identifying the relevant variables, interventions to get the employees more active can be improved. Within four weeks, the amount of daily physical activity, self-efficacy, action-planning and action-control will be measured in participants who have the intention to get more active. Half of the intenders get an action-planning intervention, the other half an additional intervention which reminds them of preparatory-actions. It is hypothesised that participants who got an intervention with a remind to preparatory actions will be more active. Even so it is hypothesised that on days with higher ratings in the volitional variables the participants are more active. **Method:** On an intrapersonal level, the role of self-efficacy, action-planning and action-control will be analysed by multilevel modelling. Further differences between the two group interventions will be analysed. Results: The study starts in January and results will be analysed in February. **Limitations:** No differences between different professions of the participants will be analysed. **Practical Implications:** By identifying the relevant variables which bridge the intention-behaviour gap, interventions to get the employees more active in order to strengthen their health behaviour can be improved. **Originality:** Both at an intraindividual level as well as at an interindividual level the influence of these variables will be analysed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Psychobiological stress reaction***

TH-P01-097

#### **Does perceived stress increase the incidence of dementia? Results from the Copenhagen City Heart Study**

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#### **Content: Purpose**

Chronic psychological stress has received increasing attention as a potential risk factor for dementia. Therefore, the aim of the study was to investigate whether high levels of perceived stress increase the incidence of dementia in old age.

#### **Design/Methodology**

We used data from 11 787 participants from the 1981-83-wave of the Copenhagen City Heart Study. Information about dementia diagnoses was obtained from Danish register. The participants were followed until 2014. Stress was defined as feeling tense, nervous, impatient, anxious and/or sleepless, and perceived stress was measured with two questions about the intensity and frequency of stress. These two questions were combined into one scale (range: 0 to 6), and we applied a Cox Proportional Hazards model.

#### **Results**

In our sample, 1433 participants (12%) were registered with a dementia diagnosis. In preliminary analyses, higher levels of perceived stress were associated with a higher hazard ratio of dementia in a dose-response manner (highest stress score: HR=1.6, 95% CI: 1.2-2.1). In further analyses, we investigate the role of education, depression and cardiovascular risk factors in the relationship between perceived stress and dementia.

#### **Limitations**

Perceived stress indicates a higher incidence of dementia in old age. How much of this association that can be explained by well-known risk factors for dementia remains to be investigated.

#### **Research/Practical Implications**

Our results contribute to the understanding of the relation between stress and cognitive function.

#### **Originality/Value**

This is one of the very few previous studies that investigate the association between perceived stress in midlife and dementia in old age.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Psychobiological stress reaction***

TH-P01-028-interactive

**Professional stress and deteriorations in elite athletes**

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**Content:** The modern world imposes to people strict conditions in different types of activities. A huge amount of processed information, tight time frames and other different factors can lead people to don't cope with their tasks. Modern elite sport characterized by negative human functional states of athletes and their coaches, because they haven't got enough time for full recover of their psychological, physiological and emotional resources. All of these can lead to one or even more professional deteriorations that will play important role in career determination from sport. Professional deteriorations- are different changes of human under professional influence. The main aim of our research was to identify and analyze professional stress and main risk-factors, which will help skaters and their coaches to reduce decrease of performance state. The present study was performed with different elite athletes and their coaches. There are 81 elite figure skaters, 63 elite wu-shu athletes and their coaches (24 persons and 16) which take part in our research. Thus, the result of our research demonstrates high level of deteriorations of all participants. Moreover, burnout, neurotic reactions and behavior risk-factors are on critical stage. Regression analyses showed that main predictors of burnout ( $R^2 = 0,418$ ,  $p \leq 0,001$ ) are depression, physiological discomfort and communication problems. Whereas, anxiety, aggression and asthenia are predictors of neurotic reactions ( $R^2 = 0,419$ ,  $p \leq 0,001$ ). Thus, professional deteriorations are one of the most topical and pressed forward problems, which need further development in modern psychology.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***  
***Psychobiological stress reaction***

TH-P01-098

**Neuroendocrine and Psychological Responses to Diversified Working Patterns: A day of flight duty service in cabin crew**

T. C. D'Oliveira <sup>1,\*</sup>, C. Pariante <sup>2</sup>, R. Zambujal <sup>3</sup>, T. F. Oliveira <sup>4</sup>, G. A. Oliveira <sup>5</sup>, R. F. Oliveira <sup>4 5 6</sup>

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**Content: Purpose**

The irregular work schedules of cabin crew with early starts, long working hours, night flights, and the crossing of time zones contribute to circadian stress. The paper investigates the fatigue levels throughout a regular working day and explores the contribution of the type of flight operations (i.e., long haul and medium range crews flights).

**Design/Methodology**

A total of 93 cabin crew provided salivary samples for cortisol and melatonin and self-reporting measures of fatigue and mood were collected at the beginning and at the end of a flight duty service.

**Results**

The two-way mixed-model ANOVA suggest that the type of operation has distinct effects on the neuroendocrine responses and the psychological markers. While similar psychological responses were reported, contrasting effects were found for the physiological responses according to the type of operation considered: The increase in cortisol and melatonin levels in long-range participants' contrasted with the sharp decrease found in medium range cabin crew.

**Limitations**

The chronic exposure to circadian disruption needs to be addressed with a full longitudinal design or a cross-lagged approach that allows for both the continuous assessment of physiological and psychological markers as well as the opportunities for recovery between flights and along continuous rosters.

**Research/Practical Implications**

In addition to the negative health outcomes associated with irregular working time patterns, the paper also suggests the continuous exposure to artificial environmental light as a contributing factor to the disturbances observed.

**Originality/Value**

The relevance of a multidisciplinary approach to recovery management and circadian stress is highlighted.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Psychobiological stress reaction***

TH-P01-096

**An experimental study of objective stress reactions following psychological contract breach perceptions**

S. Achnak\*, Y. Griep, T. Vantilborgh

**Content:** Purpose: Previous research showed that perceptions of psychological contract (PC) breach have undesirable individual and organizational consequences, including reduced performance, job satisfaction, and commitment, as well as increased turnover intentions (Zhao, Wayne, Glibkowski, & Bravo, 2007). Surprisingly, the PC literature has paid little to no attention to the PC breach-stress relationship. Based on the Conservation of Resources theory (Hobföll, 1989), we assume that PC breach perceptions represent a perceived loss of valued resources, subsequently leading employees to experience higher stress-levels. Moreover, we suggest that the time the organization takes to account for this breach (i.e., social account timing) will influence the subsequent stress reaction.

Design/Methodology: Ninety-nine respondents participated in an experimental study. They were randomly assigned to one of five conditions (no breach, early, medium, and late social account timing, and no social account) and then attached to sensors assessing their heart rate, skin conductance and facial expressions. We used a matrices task that consists of 32 matrices, each based on a set of 12 three-digit numbers. Participants were informed that they would receive money depending on their performance. In the breach conditions participants were told that they will not be paid. Also, different control variables were measured: fatigue, demands, and PC violation feelings.

Results: The data are currently being analyzed

Limitations: All participants were first year students

Research/Practical implications: This research will contribute to a better understanding of the mechanisms underlying the PC breach—stress relationship, especially by its unique focus on objective quantified stress experiences and social account timing.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

SA-P01-097

## **CHARACTERISTICS OF PERCEPTIONS AND DISCOURSE OF VICTIMS AND WITNESSES OF MOBBING**

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**Content:** Purpose: To explore self- and hetero-perception of worker identity and meanings of work and practices of victims and witnesses of mobbing.

The study explores the psychological contract affectation, organizational inclusion, self-concept and esteem for the organization.

Methodology: Qualitative and quantitative descriptive correlational study. Quantitative technique: CEMTAL, which investigates indicators of mobbing. Qualitative techniques: focus-group and interviews to victims and witnesses, analyzed from the discourse analysis perspective of clinical testimony. Quantitative sample: 1200 workers. Qualitative sample: 30 cases.

Results: Attribution scale findings are presented, as well as changes in self-concept, transformation of expectations in psychological contract and organization's expectations.

At a qualitative level, categories and discourse markers that account for the activity, identity and satisfaction affectation of victims and witnesses are presented.

Limitations: Concerning the size of sample and the characteristics of the local labor market.

Practical Implications: It provides qualitative and quantitative tools for the evaluation of mobbing in organizational contexts. It provides inputs for diagnosis and intervention in such situations. It presents valid and reliable research tools.

Value: It contributes to improving inclusion, democratic and collaborative work practices.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Employment relations**

**Psychological contracts**

SA-P01-096

**Change Management through involvement of Psychological Contract**

S. Syed\*

**Content: Purpose:** The study began with a perspective of integrating psychological contract and its aspects and examined their influence and contribution towards change management and its aspects. It has noticed meaningful intervention of different terms in between two.

**Design/ methodology** Explanatory study opted for this study, whereby 292 ICT (Information and communication technology) employees from public and private organizations of Pakistan participated in a survey.

**Results:** Psychological contract and its aspects are all positively associated with change management and its aspects; It is endorsed that Psychological contract need cautious and considerable attention in streamline of managing *change* for ICT employees in an organization.

**Limitations:** Study is limited in its design, as it does not identify anything about how psychological contract is initiated with the emergence of change management. It is quite specific for respondent's division and answers with a hindrance of sharp time.

**Research/practical implications:** It is to improve the *interpersonal behavior* of organizations in Pakistan to reinforce fulfillment of mutual expectations formed in employment contract when bringing change; facilitating employees of distressed economy would assist the organization to introduce a caring culture for employees and obtain the same in return.

**Originality/ value:** The novelty of study is to break the organizational practice of *me and myself*, with a key focus on clarification of making *change* decisions towards employees by using framework of psychological contract

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employment relations*

*Psychological contracts*

SA-P01-098

**Individual Level Generational Differences in the Development of Psychological Contract in Pakistan**

S. Syed\*

**Content: Purpose:** This Study entails extensive discussion about generational differences in psychological contract development with a meticulous focus on three generational clusters that are Baby Boomers, Generation-X and Generation-Y. This study explore the following themes: Generational Response to PC Development; Generational Preference to PC Context and Development; Generational Choice to PC types in PC Development; Generational Factors of Difference in PC Development

**Design/Methodology:** qualitative practice is being optimized in order to better illustrate the meaningful outcomes. 18 interviews were carried out in public private sector of Pakistan, based on three clusters of generations.

**Results:** It is found through generated themes that the development of psychological contract varies in different generations. Generation-X have a better awareness about PC; they are straight-forward in getting higher rewards that are more tied to work-based promises that is higher performance, made to them by their employers. Three generational clusters holds some of similarities and some of distinctions, All are highly polite and hardworking to respond the discrete working situations. The debatable PC development differentiation lies in each and every stage and factor where the employees are in at career stage.

**Limitations:** generalization of study is remains to be tested.

**Research/Practical implications:** At the practical level, the study suggests that generational differences and PC that was previously ignored is a major HRM issue to be considered by organizations in Pakistan.

**Originality/Value:** To our knowledge, this is the first study that explores the generational differences and PC in context of Pakistan, besides its contributions towards cross-cultural knowledge.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employment relations***

***Psychological contracts***

SA-P01-095

**Linking basic psychological needs, self-determination, and the psychological contract: A theoretical model.**

C. Linde\*, R. Schalk

**Content:** Purpose:

Based on a literature review, a theoretical model is proposed on the relationship between basic psychological needs of employees, their intrinsic and extrinsic motivation (self-determination), and the experience of the fulfilment of the psychological contract.

Methodology: A systematic in-depth literature review was performed on studies examining psychological needs, based on the hierarchy of needs, as well as motivations associated with self-determination theory, and the psychological contract.

Results:

A conceptual model, based on the results of the studies, of psychological needs, intrinsic and extrinsic motivation (self-determination), and the fulfilment of the psychological contract has been developed. Intrinsic motivation is proposed to be typical for employees for who higher needs are more prominent, whereas extrinsic motivation is more prominent among employees focusing on lower level needs. It is also proposed that different types of motivation are associated with specific psychological contract breach experiences.

Practical implications:

The theoretical model can help managers to get more insight in the link between basic needs, self-determination and the psychological contract. It can assist them in finding ways to support employees when they experience psychological contract breach, and can help to develop ways to increase employee motivation and performance.

Originality/value:

The model is innovative in that it links needs, motivation and the psychological contract in the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Employee stress and burnout*

*Recovery and unwinding*

TH-P01-031-interactive

**How hours worked per week affects Recovery and Resilience**

A. Hearne\*, L. Perez <sup>1</sup>

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**Content:** The primary purpose of this study is to investigate which factors influence individual resiliency by using a moderated mediation model to examine how resiliency was mediated by types of recovery and how these types of recovery were moderated by number of hours worked per week. The sample will consist of police officers employed in a large, southeastern metropolitan area. Recovery will be assessed using the Recovery Experience Questionnaire (Sonnentag & Fritz, 2008) and individual resiliency will be assessed using the Adult Resiliency Scale (Friborg et al., 2005). The study will be conducted via a survey emailed to the employees of the southeastern metropolitan police department.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee stress and burnout***

### ***Recovery and unwinding***

TH-P01-030-interactive

## **Studying the Role of Psychological Detachment in the Stressor-Strain Relationship: A Diary Study with Line Managers**

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### **Content: Purpose**

Managers are affected by very stressful work environments. As suggested by the stressor-detachment model (Sonnentag & Fritz, 2015), psychological detachment is an important recovery experience. However, little is known about the mediating and moderating functions of psychological detachment for managers.

### **Design/Methodology**

The sample consisted of 170 line managers in production departments of a large international manufacturing company. Data for this study was collected in a diary study once a week over a period of four weeks. The stressor-detachment model was tested using measures of stressors and detachment from week one to predict strain at week one, two, three and four. To analyze the proposed relationships moderation and mediation regression analyses were performed using Hayes' (2012) PROCESS macro.

### **Results**

While detachment did not moderate the stressor-strain relationship, a mediation effect was found not only in the first week but also in the third and fourth week.

### **Limitations**

This study relied on self-reports. Although there is a risk of common method bias, the study measured constructs at different times.

### **Research/Practical Implications**

The findings indicate the high relevance of psychological detachment for managers which helps to maintain well-being in stressing situations over a period of four weeks. Therefore, companies should invest in the managers' ability to detach in order to maintain health in the long term.

### **Originality/Value**

This study contributes to the understanding of psychological detachment of line managers. Notably, it supports the long-term mediating effects of detachment in the stressor-strain relationship.

### **Keywords**

Diary study, job stress, psychological detachment, strain, line managers

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Recovery and unwinding***

TH-P01-099

#### **Effort-reward imbalance as a mediator of the relationships between recovery and fatigue in nurses**

T. C. D'Oliveira <sup>1,\*</sup>

<sup>1</sup>University of East London, London, United Kingdom

#### **Content: Purpose**

The consequences of an increasing diversification of working time patterns associated with the provision of health care services on a 24/7 basis need to be closely monitored to minimise the risks for health, safety and social well-being of nurses.

The main objective of this paper was to:

1. Analyse the mediating effect of effort-reward imbalance (ERI) in the relationship between recovery and fatigue.
2. Explore the moderating effect of working hours in the relationship between recovery and fatigue.
3. Study the benefits of leisure activities in the fatigue and recovery levels experienced by nurses.

#### **Design/Methodology**

A total of 151 nurses completed the CIS by Bültmann et al. (2000), the Recovery Experience Questionnaire by Sonnentag and Fritz (2007) and the ERI by Siegrist et al (2004).

#### **Results**

SEM was used to analyse the mediating role of ERI and working hours as a moderator of the relationship between recovery and fatigue. A MANOVA was used to test the benefits of leisure activities.

#### **Limitations**

A longitudinal approach is needed and information on the informal practices adopted by nurses (e.g., changing shifts) to further understand how to prevent the adverse effects of occupational fatigue.

#### **Research/Practical Implications**

The strong relationship between recovery experiences and fatigue highlights the relevance of a recovery strategy whereby workers may be empowered to contribute to a personalised recovery hygiene.

#### **Originality/Value**

The paper expands the existing knowledge on the effects of flexible working time in nurses, highlights the limitations of “time on task” strategies and emphasizes the importance an organisational recovery management system.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Recovery and unwinding***

TH-P01-029-interactive

**The mediating role of psychological detachment in the relationship between workaholism and sleep quality: An experience-sampling study**

G. Nam <sup>1,\*</sup>, S. Lee <sup>1</sup>

<sup>1</sup>Chungnam National University, Daejeon, Korea, Republic Of

**Content:** *Purpose* This study examined the effect of workaholism on daily sleep quality and whether psychological detachment from work mediates the negative effect of workaholism on sleep quality.

*Methodology* A total of 89 Korean employees completed an initial survey on workaholism and demographic variables. They also filled out a daily smartphone survey each morning for 5 successive workdays. Daily questionnaire included measures of psychological detachment and sleep quality of the previous night.

*Result* The results of multilevel analyses supported the hypothesis that workaholism was negatively related with daily sleep quality as well as psychological detachment, and that psychological detachment was negatively related with sleep quality. Furthermore, psychological detachment from work during the evening partially mediated the effect of workaholism on sleep quality.

*Limitations* This study measured sleep quality using a self-report questionnaire. Future research is needed to replicate these findings with objective measures of sleep quality (e.g., sleep actigraphy and polysomnography).

*Practical Implication* These findings highlight the importance of psychological detachment especially for workaholics. Interventions that help them to better detach from work during nonwork time would be an effective way to mitigate the negative effect of workaholism on sleep and eventually to increase their psychological and physiological recovery.

*Originality or Value* To our knowledge, this study is the first attempt that examines the effect of workaholism on sleep quality as well as role of psychological detachment in the process on daily level.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Research design**

SA-P01-030-interactive

**The involvement of master students in the research: Proposal of their first study**

J. Prochazka\*

**Content: Purpose**

The poster is a part of the project that aims to involve the master students in work and organizational psychology research. We get funds to support an original student research and to enable students to present it at conferences and get feedback. They prepared this poster to describe the project and to present the research proposal of their first study.

**Design/Methodology**

A small group of talented students participated voluntarily in a research project supervised by an academic. They started to work on January 2017 and they will collect the data and finish the manuscript by the end of 2017. The poster describes how we included them in the research. Furthermore, it shows the design of their first original experiment.

**Limitations**

The project started in January 2017. We did have neither complete team of students nor the research design in September 2016 when the abstract was submitted. That is why we were not able to describe the research more elaborately.

**Research/Practical Implications**

The presentation and feedback at the EAWOP congress enable students to improve the project and to develop their research skills.

**Originality/Value**

The poster presents not only the research proposal, but also the project that aims to involve talented students in the research.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Research design**

SA-P01-099

**A competency-based mixed-methods approach to evaluating a leadership development intervention in the NHS**

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**Content:** Evaluating the success of interventions in applied organisational settings poses a number of problems for work and organisational psychologists. It is increasingly recognised that random control trials are practically difficult to implement in real-world intervention designs. Our aim is to demonstrate that intervention evaluation research can still be rigorous and informative, even when applied organisational interventions are limited in their design. In this study, an evaluation of a 9-month leadership development programme, with 41 senior NHS commissioners, was conducted. However, with non-random allocation of participants, and no control comparison group available, we developed a competency-based, mixed-methods approach to evaluate the programme's success. This served to overcome issues traditionally associated with within-person intervention evaluations, whereby changes occurring from the pre to the post-intervention period cannot confidently be attributed to the intervention itself (Shadish, Cook & Campbell, 2002). Our study offers a thorough and novel approach by: (1) applying a repeated-measures design to capture information on intervention content and style of delivery at each of the 7 sessions that formed the leadership development programme; (2) operating a mixed-method design, incorporating structured observations, self-report competency assessments and evaluations, other-report competency assessments, and objective data about line-manager support; and, (3) taking a longitudinal approach (months, rather than days or weeks) to measuring intervention impact, rarely applied when using momentary-based repeated measures designs. Data will be analysed using multi-level random coefficient modelling, (by ML-Win), and will be available by EAWOP 2017. Implications for evaluation research, specifically from a socio-technical systems perspective are discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Resilience***

FR-P01-077

#### **How do personality, resiliency, and achievement orientation affect academic achievement? A multi-wave study**

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#### **Content: Purpose**

Resiliency, or the ability to bounce back from adversity and setbacks, is a key skill to adapt to and thrive in adverse situations. This is particularly the case for students in their first year of tertiary education, where they face numerous challenges. The aim of the current study is to integrate a self-regulatory model of resiliency with the affective, behavioral, and cognitive components represented by the Big Five personality dimensions, and to assess the moderating role of achievement orientation.

#### **Design/Methodology**

We use multi-wave data from 464 students collected at the beginning of student's first trimester and four months later during the academic year.

#### **Results**

Our regression analyses find a positive relationship between students' resiliency and academic achievement. Furthermore, resiliency was predicted by three kinds of protective factors, namely cognitive (openness), behavioral (conscientiousness and extraversion), and affective protective factors (emotional stability), and resiliency positively predicted academic achievement. Moreover, the latter relationship was moderated by achievement orientation.

#### **Limitations**

Because the study was conducted in an academic context, the generalizability of the findings to other settings might be limited.

#### **Research/Practical Implications**

We provide evidence for personality factors influencing resiliency and, in turn, academic achievement. Value-expectancy theory was integrated in terms of achievement orientations, which showed to be crucial to enhance the effect of resiliency, but only when values and personality factors matched.

#### **Originality/Value**

We advance theory through an improved understanding of the personality-related antecedents of resiliency and of the moderating conditions that unleash the positive effects of resiliency on academic achievement.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Resilience***

FR-P01-024-interactive

#### **Implementing mindfulness in small and medium-sized companies**

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#### **Content: Purpose**

Increasing work-related stress and the corresponding economic costs are pushing employee resilience to the top of companies' agendas. Mindfulness is often identified as one of the most effective remedies to prevent stress and lessen the negative outcomes of work overload, tackling the challenge from a positive perspective by increasing employees' resilience (e. g. Brown et al., 2012). Companies such as RWE or Siemens have embedded mindfulness in their corporate health management programs. However, since mindfulness training (e. g. MBSR; Kabat-Zinn, 2003) requires time, money, and commitment, small and medium-sized companies often shy away from including it in their corporate health management plans. This ongoing study aims to explore the questions "Which are specific challenges, prerequisites, and success factors for incorporating mindful behavior in day-to-day work as well as corporate health management of small and medium-sized companies?"

#### **Design/Methodology**

Secondary data analysis as well as action research are used in cooperation with small and medium-sized companies. Actions to foster mindful behavior are developed, implemented, and evaluated.

#### **Results**

Since the study is ongoing, no results can be reported as yet. By the conference, results should be available for presentation.

#### **Limitations**

Generalizability of the results from this study is doubtful due to the case-specific nature of the action research.

#### **Research/Practical Implications**

Suggestions are made for adjustment of developed actions to fit different small and medium-sized companies. Especially the evaluation of actions will open up various possible fields of further study for mindfulness research (e. g. shorter time frames for successful mindfulness training).

#### **Originality/Value**

In this study, a systematic analysis of the success factors/prerequisites for implementing mindfulness small and medium-sized companies is conducted using an action research approach.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Resilience***

FR-P01-080

#### **How volunteering fosters resilience and reduces stress in the workplace**

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#### **Content: Purpose**

This study explores volunteering, personality characteristics and resilience in a sample of Italian working adults and volunteers building on Relational Competence Theory and by analyzing five individual personality characteristics identified by Model ERAAwC (L'Abate, 2005): *Emotionality, Rationality, Action, Awareness and Context*.

#### **Design/Methodology**

The interaction and the independent contribution of the five factors (model ERAAWC) on resilience were tested with structural equation modeling through two different path analysis, one for *volunteers* and one for *employees* using LISREL on a sample of and volunteers employees (age 17-74, M=40.7, SD=13.1).

#### **Results**

Both SEM models fitted the data well (Chi-square=13.03,df=15,p-value=0.60011, RMSEA=0.000 for *volunteers* and Chi-Square=15.44,df=14,p-value=0.34851, RMSEA=0.028 for *employees*). Results, clearly evidenced how individual personality characteristics differently contribute to building resilience in *volunteers* and *employees* and are related to performance in the workplace.

#### **Research/Practical Implications**

Findings evidence volunteering as an essential part of a company's well-being and engagement strategy and indicate specific targets for interventions aimed at building resilience in the workplace.

#### **Originality/Value**

The results are of theoretical interest as they propose an innovative model of how certain personality characteristics could influence resilience and determine organizational behavior.

#### **Limitations**

Data are cross sectional, collected in an economically privileged area in Italy. Further studies should include direct measures of performance and contextual influences to confirm and validate findings

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Positive organizational behaviour***

### ***Resilience***

FR-P01-079

#### **The influence of resilience on situational challenges: handling customer stressors and emotional demands**

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#### **Content:**

##### *Purpose*

Employees in customer contact do not only need to adhere to display rules that require emotional labour but often also face daily customer stressors. In this study, the role of resilience in daily situations with varying demands and stressors is investigated, testing if resilience enhances self-efficacy and buffers exhaustion in daily interactions.

##### *Methodology*

Using a diary study design, a sample of employees working in different service businesses completed a questionnaire on resilience (level 2; N=115) and a series of standardized, short surveys on interactions with customers, reporting situational factors such as customer stressors, emotional labour strategies used, as well as their experienced level of self-efficacy and exhaustion directly after the encounter (level 1; n=544).

##### *Results*

Hierarchical linear modelling indicated significant cross-level interactions that support the moderating role of resilience, indicating that resilience enhances self-efficacy and buffers exhaustion after interactions with high emotional demands, especially when surface acting is used and in the case of high customer stressors.

##### *Limitations*

The relationship between situational exhaustion as a consequence of emotional labour or customer stress with burnout has not been regarded in the long-term.

##### *Implications*

Findings imply that resilience plays a crucial role for service employees that face daily customer stressors and need to perform emotional labour, implicating that HR programs could take this resource into account.

##### *Value*

This study exceeds research on resilience as an indicator of employee health or well-being, as its impact is investigated on the situational level, indicating the beneficial role of resilience in daily emotion regulation processes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Resilience*

FR-P01-081

**Dark Side of Psychological Capital: Psychological Capital as a Determinant of Escalation of Commitment in Organizations**

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**Content:** There have been a number of studies on Psychological Capital, but most have focused on positive aspects of psychological capital and they found strong evidence for positive relations between psychological capital and task performance, this study focus on analyzing conditions under which psychological capital can be detrimental. There are two approaches why this might be true under specific circumstances. First, psychological capital is related to self-efficacy which in turn has been found to be related to a reduced effort and persistence in a couple of studies. Second, at least high scores of psychological capital are related to narcissism, which in turn includes feelings of grandiosity. Event history analysis was used for analyzing the data. Results indicated that psychological capital was negatively related to de-escalation of commitment which means individuals with higher level of psychological capital are more prone to show more escalation of commitment. Narcissism did not mediate the relationship between psychological capital and de-escalation of commitment.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Resilience***

FR-P01-078

**Polyamorous Passion: The Effects on Psychological Resilience**

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**Content:** Passion – a strong will to engage an activity in which one finds meaning, pleasure and a sense of self (Vallerand et al., 2003) – varies in terms of its quality, being either obsessive (OP), or harmonious (HP; Vallerand, et al., 2014). Recent research suggests that individuals can be passionate for more than one activity at a time (Schellenberg & Bailis, 2014). But what happens when one of those passions is work? And how does it affect workers' resilience? A cross-sectional study (N=300) among workers investigated how the quality of passion for work and for non-work activities relates to resilience. Participants were classified in four groups, having predominately either 2 HPs, 2 OPs, HP for work and OP for a non-work activity, and OP for work and HP for a non-work activities. Results from ANOVAs show that groups differ in term of their resilience capacities,  $F(3,289)= 32.51$ ,  $p= .00$ ,  $h^2= .25$ . Specifically, the post-hoc analysis (Scheffe's procedure) shows that, as expected, participants with 2 HPs were much more resilient than the other groups and that participants with 2 OPs were the least capable of resilience. Results also show that it is preferable to have an HP for work and OP for leisure rather than the opposite, as those participants were more resilient. Even with its limits (e.g., cross-sectional design, self-reported data), the present study has important implication for practice as it shows for the first time, the importance to foster the right work environments in order to have resilient workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Resilience***

FR-P01-023-interactive

#### **A systematic review of resilience processes across achievement contexts**

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#### **Content: Purpose**

Although gaining notoriety across both work and sport psychology, research on resilience across these two achievement contexts is inconsistent. Conceptualisation of resilience as a trait characteristic from birth that moderates the negative effects of stress is limiting as it does not capture the need for learned adaptations. In order to further develop concepts, researchers throughout both work and sport psychology have been encouraged to review, borrow and build on research within both domains (Jones, 2002). In this systematic review we analysed current knowledge of resilience and bridged the gap between the two to develop a unified understanding of this concept.

#### **Design/Methodology**

A total of 64 articles were retained, comprising qualitative, quantitative and theoretical review articles. Thematic analysis analysed past definitions and conceptualisations of resilience, along with associated psychological resources.

#### **Results**

Results suggest that we should adopt a state-like conceptualisation of resilience involving processes of adaption and growth from stressors. Correspondingly, there was substantial evidence that fluctuations in specific psychological resources may influence resilience capacities. Although there was consensus that more longitudinal studies must be carried out.

#### **Limitations**

Given the diversity of studies included, results only offer a consensus of resilience conceptualisation rather than specific stress-interactions.

#### **Research/Practical Implications**

This review illustrates that resilience is malleable and can be influenced by various psychological resources. These resources were analogous across both achievement contexts.

#### **Originality/Value**

This review emphasises the need to consider resources that aid in the process of developing resilience over time and highlights the transferability of resilience research in both contexts.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Reward systems*

FR-P02-095

**Who Needs What to Perform Well? Incentives, Motivation and Satisfaction in Primary Health Care**

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**Content: Purpose:** Hierarchical governance of public health systems (Osborne, Radnor, Vidal & Kinder, 2014), has been qualified by readiness in principle, in some countries, to allow varying degrees of autonomy with different reward systems. To inform policy making on the basis of managing people (Paauwe, Guest & Wright, 2014) there is a need to assess how this has been perceived by staff in terms of motivation and performance and whether financial incentives have enhanced patient satisfaction.

**Design/Methodology:** Thirty-nine semi-structured, audio taped and fully transcribed interviews with thirteen (n = 13) doctors, thirteen (n = 13) nurses and thirteen (n = 13) health administrators in thirteen different family health units in a southern European country. Plus forty eight (n = 48) patient satisfaction questionnaires in four different family health units of which twelve in a unit with institutional financial incentives (Model A), twelve with both institutional and individual performance related pay (Model B) and twelve in each of two units in transition from Model A to B.

**Results:** Younger health professionals are more motivated by individual financial rewards (Model B). Patient satisfaction with doctors and nurses in terms of empathy, privacy is higher with financial incentives (Model B) but only marginally so.

**Limitations:** Study of only some health centres in one country.

**Practical Implications:** Contributing to a comprehensive understanding of the effectiveness of financial reward systems.

**Originality/Value:** Insight into the scope of financial incentives in primary health care. Informing the relational model of HRM and performance within Osborne's call for a public service rather than New Public Management paradigm.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Reward systems**

FR-P02-094

**Undesired effects of goal setting on perceived fairness, commitment, and unethical behavior**

N. Keith\*

**Content:** Purpose

The positive effects of goal setting on motivation and performance are among the best established findings of work and organizational psychology. Correspondingly, goal setting is a common management technique in organizations. In the past few years, however, scholars have begun to criticize the overly positive view on goal setting by delineating potential negative effects. For example, repeatedly setting high goals (i.e., consecutive goals) – as is common in organizations – may have undesirable long-term effects on motivation and behavior (e.g., cheating about one's performance). The present research is a replication and extension of a laboratory experiment previously conducted in the United States. We expected negative subjective and behavioral long-term effects of high goals and increasing goals. We further expected these effects to be attenuated by transparency about long-term goal development.

**Design/Methodology**

In one of three goal conditions (do-your-best goals, consistently high goals, increasingly high goals), 102 participants worked on a search task in 5 rounds. Subjective measures (perceived fairness of goals and goal commitment) and behavioral measures (performance, cheating about one's performance) were assessed.

**Results**

We found no effects on behavioral measures but medium to large effects on subjective variables (most favorable in do-your-best, least favorable in increasing-goal condition).

**Limitations**

Short-term experimental data, no actual long-term data in organizations.

**Research/Practical Implications**

Depending on aim (e.g., immediate high performance vs. long-term commitment of employees), organizations may consider redesigning their goal-setting interventions.

**Originality/Value**

This study is among the few that have recently begun to examine potentially negative effects of goal setting.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Reward systems*

FR-P02-027-interactive

**Predicting perceptions of pay justice in a Swedish private company**

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**Content: Purpose:** The perception that the pay setting process is fair has been suggested as a key factor in order for individualized pay to have the expected positive effects on employees' work motivation and job performance. However, the knowledge of what factors result in the pay setting process being perceived as fair is limited. The aim of this study was to investigate how characteristics of the pay-setting process, as well as of the general psychosocial work environment relate to dimensions of justice adapted to the pay setting.

**Design/Methodology:** Questionnaire data was collected in 2016 among 744 employees (245 women and 499 men) in a Swedish private company.

**Results:** The results indicate that knowledge about the pay-setting criteria, formal discussions between supervisor and employee on the quality of the employee's performance at work, as well as feedback, social support from supervisor and autonomy, were important factors for employees' perceptions of pay justice, also after adjusting for pay level and pay-rise.

**Limitations:** The data was collected among white-collar employees in one private company that has worked extensively with the pay-setting process, which limits generalizability.

**Research/Practical Implications:** The study gives guidelines to what is important to focus on in order for the employees to perceive the pay-setting process as fair.

**Originality:** This is one of the few studies investigating factors that predict perceptions of pay justice in a private company.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Occupational and organizational safety***

***Risk and safety management***

SA-P01-101

**Risk prevention activity and design construction for nuclear engineering : how to increase occupational safety ?**

R. ciobanu\*, C. Stoessel, S. Mbaye, G. Saliou

**Content:** Nuclear and electricity companies face a large issue: they have to demonstrate they keep occupational safety risk as low as possible. We consider that nuclear engineering and construction design have an impact on workers' occupational safety. This study is part of the deployment of the safety integration approach to design of the company. It aims to support the reflections underway by two engineering units strongly involved in conducting major programs of change in nuclear installations.

The data collection method used was based on semi-structured interviews and documents reviews. In both units engineers, HR professionals and their managers were interviewed. All interviews lasted between 40 – 60 minutes and were conducted in the unit offices. More generally, the data collection tried to cover a large panel of the revamping processes in the civil nuclear industry, according to the fact that several years can occur between the design and the realization of an operation.

The development of the approach, however, raises many questions regarding the organization of the engineering centers, the work practices of project members, the relationships with the providers, the employees' competencies and interest for the occupational safety, etc. This diversity of topics and contexts (Engineering units, nuclear plants and different Providers) predicts a wide variation in project management methods, but also in managing risky situations.

The objective of the research was to provide a qualitative insight into the organizational and human factors likely to influence the involvement of design engineers in prevention. Our findings underline that prevention through design policy must integrate management principles that incite designers to develop a consistent collaboration with operators. This collaboration may not be performed only through technical documentation and IT tools, it also requires interpersonal meetings, plants and construction sites visits. Reducing risks and maximizing worker's safety implies specific competences.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Occupational and organizational safety***

***Risk and safety management***

SA-P01-100

**The effectiveness of aviation safety information to air passengers**

N. M. S. Wulanyani\*

**Content:** Currently the aircraft is a choice of transportation mostly used by various groups, from children to the elderly, from students to employees. Besides the shorter travel time, the ticket has been able to compete with other modes of transportation in Indonesia. Convenience of airlines often influence the selection of potential passengers, but on the other hand the observance of aviation safety rules are often ignored. The initial survey conducted on 26 students who have 1 to 3 times a year using the aircraft for personal activities. The results showed that 30.8% of them often turn on the phone when get off from the airplane before they reaches the terminal building, 26.9% are still turning on the phone when the aircraft was running just before it take off, 15.4% had turned on the phone when the aircraft was just landing, 50% had taken off safety belt when the aircraft was still moving toward the parking lot. Almost all (92.3%) of respondents know of aviation safety information from the crew, and 53.8% of them knew from the directions indicated in the passenger seat. This study is still ongoing, but initial surveys indicate a need to do a review of the provision of aviation safety information so that passengers can be more aware and do safe behavior.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Occupational and organizational safety***

### ***Safety climate and safety culture***

SA-P01-031-interactive

## **The Implementation of the Canadian National Standard for Psychological Health and Safety in the Workplace: Findings from a Three-Year Study**

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### **Content: Purpose**

The *National Standard of Canada for Psychological Health and Safety in the Workplace* was launched by the Mental Health Commission of Canada to provide guidance to employers on how to prevent mental injury, reduce psychosocial risks and promote a psychologically healthier workplace. The *Standard* involves the creation of a Psychological Health and Safety Management System (PHSMS) incorporating five key integrated elements: *Commitment, Leadership and Participation, Planning, Implementation, Evaluation and Corrective Action*, and *Management Review*. This study examined the process of implementation by organizations.

### **Design/Methodology**

A formative evaluation strategy was used. Forty-three Canadian organizations implemented the *Standard*. A customized, mixed-method set of qualitative and quantitative measures were created to monitor change over three years.

### **Results**

All participating organizations began in partial compliance with the Standard and made further progress over the course of the project. Participants employed various tools to identify psychosocial stressors and enacted diverse actions to address them. Organizations struggled to identify specific indicators and to evaluate outcomes.

### **Research/Practical Implications**

Subsequent research could benefit from examining the implementation needs of specific organizational sectors (e.g. health care), evidence-based actions and creation of a standardized evaluation protocol (e.g. cost benefit analysis). Organizations that were most successful in implementation clearly defined their business case, ensured commitment throughout the organization and moved to create a psychological safety culture.

### **Originality/Value**

The *Standard* and subsequent Case Study Research Project are the first of their kind and serve to inform other countries and organizations wanting to improve the psychological health and safety of their workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Work-Life Interface***

***Scheduling of work***

TH-P02-090

**ILLITERACY, TURNOVER RATE AND POVERTY MENTALITY AMONG STREET TRADERS TOWARDS THE UTILIZATION OF FORMAL DESIGNATED MARKET POINTS**

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**Content:** Street trading plays a great role in the distribution of goods and services in many cities and towns of the world. It involves selling and distribution of goods and services on primary streets and pavements. Despite the advances in modern retailing, millions of people throughout the world still make their living partly or wholly through selling of goods on the streets. Therefore, this study was carried out to examine the influence of illiteracy, turnover rate and poverty mentality on the utilization of formal designated market points by street traders in Ado-Ekiti, Ekiti State, Nigeria.

The research was a community based survey on street trading. 200 participants were accidentally sampled from four market areas namely Oja Oba (King's Market), Oja Irona (Irona Market), Textile Market and Shasha Market all in Ado-Ekiti. 50 participants were selected from each of the four market areas. Their age ranges between 16 and 90 years. Structured questionnaires were administered to the participants in addition to interview conducted for the purpose of collecting data for the research.

Findings from the study revealed that illiteracy and turnover rate did not significantly influence the use of formal designated market points. However, poverty mentality influences the usage and utilization of formal designated market points. Only four market areas were used for this study out of eight in existence and this constitutes a limitation to the research work.

In conclusion, the findings have implication for improving the welfare of street traders in terms of finance, infrastructure and location.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Work-Life Interface**

### **Scheduling of work**

TH-P02-089

#### **Procrastination Compared in Academic and Work Contexts**

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#### **Content:** Purpose

We compare procrastination – the irrational tendency to delay due to failure in self-regulation – in work and academic contexts. Based upon theory related to personality, task perception, and social norms, we expect that students procrastinate more than employees.

#### Design / method

We used a questionnaire among two samples ( $n = 122$ ,  $n = 142$ ) to compare students and employees, and one ( $n = 91$ ) in which respondents replied for both study and work. We assessed social acceptability of procrastination, autonomy, instrumentality, external pressure, social inclusion, and accountability.

#### Results

Controlling for age and conscientiousness, we find that students procrastinate significantly more than employees, and that part-time students procrastinate more in their study than at work. Task and social context perceptions differ in the domains, but not consistently as expected. We also do not find the expected relations between task characteristics and procrastination.

#### Limitations

We only collected cross-sectional questionnaire data on context perceptions and procrastination.

#### Research/ practical implications

We show that students procrastinate more than employees, but cannot link the differences to their social and task-related context. Future research may focus on wellbeing and control to explain the differences in procrastination in the two domains.

#### Originality / Value

There have been very few studies on employees' procrastination, and comparisons to students are rare. We show that the comparison is not straightforward.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Scheduling of work***

TH-P02-088

#### **Working outside of the office through Internet: consequences on internet problematic use, work engagement and work-home interference.**

E. Vayre\*

**Content:** Today, technologies allow for employees to stay connected to work at all times and this continual connectivity has led to an increased amount of time during which employees work outside of regular work hours (Thomas, 2014). Theoretical and empirical research highlighted the fact that the use of technology to perform work (either at a traditional work setting or away from such a setting) positively related to work satisfaction, flexibility, autonomy, but at the same time, to work intensification, information overload, a sense of urgency, strain and distress (Chesley, 2014; Diaz et al., 2012). Moreover, empirical studies have shown that professional technology use blurs the boundaries between the work and private life domains (Boswell & Olson-Buchanan, 2007; Pauleen et al., 2015).

To complement the findings in the literature in this field, the contribution of our study is to address how working outside normal office hours through Internet affects problematic Internet use (Young, 2006) work engagement (Schaufeli & Bakker, 2003) and work-home interference (Geurts, 2000).

Survey results based on a questionnaire administered to 389 executives confirm but only partially our hypothesized model. Path analysis revealed that working outside normal working hours and outside the office buildings (i.e. working days or days off and holidays) exert only indirect influences on executives' vigor and dedication as well as on work-home interaction (both negative and positive). Indeed, problematic Internet use fully mediate the relationships between those variables. In other words, working outside of regular working hours and office through ICT fosters the level of Internet addiction which, in turn, has negative consequences on executives' work engagement and increases work-home interference.

Finally, this research represents a point of departure for ongoing investigations of the effects of professional ICT use outside of the office on working life and work-life balance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

SA-P01-035interactive

### **Faking personality questionnaires in personnel selection: An eye-tracking study**

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#### **Content: Purpose**

In our study we used eye-tracking methodology to improve our understanding of faking on personality questionnaires in personnel selection. Eye-tracking methodology is based on the idea that the characteristics of eye movements during a cognitive activity, such as responding to a personality questionnaire, can be used as behavioral measures of attention processes. The differences in attentional demands between honest responding and faking might help us to develop additional indicators of dishonest responding.

#### **Design/Methodology**

A sample of participants responded to a computerized five-factor personality questionnaire and a social desirability (SD) scale under honesty and simulated selection instructions (selection for a nurse in Study 1, and for a manager in Study 2). For each personality and SD item we recorded participant responses and, using a SMI RED-m eye-tracking system, characteristics of eye-movements during the response process.

#### **Results**

In both studies participants faked their responses on personality and SD scales under the simulated selection instruction. However, the eye movement parameters differed only for the SD items - participants had fewer fixations and returns to the visual field when they responded to SD items in the simulated selection conditions.

#### **Limitations**

We based our conclusion on a relatively small sample of participants (30 per study) that responded to the personality questionnaires in simulated conditions.

#### **Research/Practical Implications**

Our findings indicate that characteristics of eye-movements may be useful for identifying dishonest applicants.

#### **Originality/Value**

This is one of the first studies that analyzes the problem of faking on personality questionnaires using eye-tracking methodology.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

SA-P01-103

## **Development of an Individual Difference Measure Regarding Confidence and Reliance on Gut-Feelings in Employee Selection**

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<sup>1</sup>University of Waterloo, Waterloo, Canada

### **Content:** Purpose:

Research indicates that HR professionals frequently do not use the best available evidence based selection methods when making hiring decisions. We developed an individual difference measure regarding decision style for employee selection. Our scale reflects two factors that would predict resistance towards evidence based selection methods. Confidence in Selection, examines one's belief in their ability to predict who will be successful on the job. Reliance on Gut-Feelings, examines the degree to which hiring managers believe their intuition or gut feelings is useful.

### **Design/Methodology**

Across two studies, 785 working adults filled out our 15-item selection decision style measure. The Confidence in Selection factor contains 7-items and the Reliance on Gut-Feelings has 8-items. In Study 1, we examined our scale using EFA. In Study 2, we performed a CFA, which resulted in support for our two-factor model. Currently we are running Study 3, which examines the nomological net regarding our measure.

### **Results**

In Study 1, our EFA resulted in two factors with factor loadings ranging from .69 to .91. In Study 2, our two factor model resulted in good fit  $\chi^2(89) = 337.87$ , CFI = .960, TLI = .953, RMSEA = .075. This provided superior fit over alternative models.

### **Limitations**

Our measure has not yet been examined in a hiring context.

### **Research/Practical Implications**

This measure could be used to predict who is more or less likely to use evidence based selection processes compared to subjective judgment.

### **Originality/Value**

To our knowledge, this is the first measure that measures individuals' selection style.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

SA-P01-104

## **Trends in designing Assessment Centers: Results of a survey in German-speaking countries**

S. Höft\*, C. Obermann, J.-N. Becker

**Content:** After 2001, 2008 and 2012 the “Arbeitskreis Assessment Center e.V (AkAC)”, a non-profit merger of presently approximately 100 personnel specialists of commercial and service enterprises, science and public administration, has conducted 2016 a fourth survey concerning the design of assessment centers.

134 designers of ACs in german-speaking countries answered the online survey.

Some of the key findings compared to the results of the older surveys are:

- The frequency of ACs with fewer participants or even with only one participant is increasing.
- The variety of utilized methods is increasing: Interviews, tests and personality inventories are often integrated as standard instruments, group discussions and in-basket tasks are less frequently used.
- Assessor trainings tend to be shorter.
- IT support for the AC process is still a future trend.
- Feedback is given immediately after the AC and takes no more than 30 minutes.

The results are discussed in relation to the national German AC-standards (formulated by the Arbeitskreis Assessment Center e.V.). Especially the use of diverse and complex methods remains to be a developmental field. The reported frequency of evaluation is rather constant and most of the (so called) evaluations concentrate on the acceptance of the AC by the participants.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee Selection***

### ***Selection methods***

SA-P01-034interactive

## **Improving Recruitment and Selection of Police Officers and Special Constables – A Trainee Occupational Psychologist Project**

L. Longstaff

### **Content: - Purpose**

This project assisted with a review of the recruitment and selection practices of a UK Northern Police force. At the time of the project, Police Officer recruitment had recently begun, with over 3,000 applications being received within the first three months. This resulted in difficulties with the sift process thus the organisation sought assistance to improve the overall selection process, to enable more objective decisions to be made. The whole of the selection process has now been revised, including the introduction of a series of psychometric assessments at the application stage and is currently being utilised during the most recent phase of recruitment.

### **- Design/Methodology**

A series of focus groups and interviews were carried out with employees within the organisation, involved with the recruitment process. Police Officer core competencies, similar organisations selection processes, as well as the most up to date literature regarding selection and assessment were also reviewed.

### **- Results**

As a result of the review, the application process is now completed online, increasing efficiencies as the system enables large volumes to be sifted quickly. Core competencies and values required for the role of a Police Officer are now more objectively assessed through the introduction of a realistic job preview, behavioural styles questionnaire and situational judgement test at the application stage, in line with best practice.

### **- Limitations**

A new phase of recruitment is currently being undertaken so longer term evaluations of success cannot yet be taken, such as predictive validity.

### **- Research/Practical Implications**

The project highlights the value and beneficial impact of expertise within the field of Occupational Psychology being applied and utilised.

### **- Originality/Value**

This project showcases the work of a Trainee Occupational Psychologist, exemplifying work which can be undertaken whilst working towards accreditation, to gain both experience and evidence of competence.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

SA-P01-036interactive

## **Identifying Frontline Sales and Sales Management Potential and Capability**

A. Al Serkal\*

**Content:** Due to the current challenging economic environment, organizations assess when selecting employees (Bateson, Wirtz, Burke & Vaughan, 2014) as it's important to understand the workforce capability & identify future potential. The aim of this paper is explore whether assessments are practical for understanding workforce capabilities, specifically in Sales roles.

A semi-private telecommunication company based in the Middle East sought to understand & develop workforce capability of a sales department (N=148) at all levels (eg: managers, specialists & agents) against the organisation's behavioural competencies, & support with developmental outcomes.

The project took 5 months, which consisted of a combination of (a)self-assessments & (b)observational assessments: (a)Mental Toughness (MTQ-48; Clough, Earle & Sewell, 2002), Aptitude (Logical & Verbal Reasoning (Cut-e, 2006)), Personality questionnaire (Shapes (Cut-e, 2006)) & Situational Judgment Questionnaire (bespoke for the organisation); (b)Role Play, a case study presentation & Competency Based Interview. Individuals were ranked against their scores.

Results on MTQ indicated that they scored lower in 'Control', specifically 'Emotional Control', but statistically, these results did not significantly impact any of the other factors. Gaps in competencies were identified at different levels, such as Exceeding Customer Expectations, Managing Change and Targeting Win-Win Outcomes. Therefore, training programmes were put in place for all the individuals in order to enhance their skills.

The organisation was able to understand the capability of its workforce by identifying potential, be able to put a structured development programme, which enabled individuals in being able to excel in their roles, & be better equipped to handle their customers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

SA-P01-037interactive

## **An experimental look at the trajectory and outcomes of interviewers' impressions**

T. Wingate <sup>1,\*</sup>, J. Bourdage <sup>1</sup>

<sup>1</sup>University Of Calgary, Calgary, Canada

**Content:** The employment interview is commonly used and considered fair by employers and job candidates (Macan, 2009). Unfortunately, interviewers' cognitive biases threaten the validity of the interview. In particular, interviewers are often biased by superficial, non-job-relevant information presented early in the interview (Dougherty, Turban, & Callendar, 1994). To address this bias, we use videotaped interviews to control for applicant characteristics and job-relevant communications. We experimentally manipulate pre-interview information about applicant qualifications and early impression management behaviours during a two-minute pre-interview non-job-relevant rapport building stage. Thus, we can determine the effects of early, job-irrelevant information on interviewers' early impressions, the trajectory of interviewers' impressions throughout the interview, and effects of early impressions on interviewers' attributions and judgments of applicants. (Data collection is currently in progress, with an estimated sample size of  $N=200$ .) Limitations are that the applicant is videotaped, and student participants act as interviewers – however, videotaped interviews have been used successfully (Roulin, Bangerter, & Levashina, 2015), and student judgments do not differ substantively from professional interviewers (Barrick, Shaffer, & DeGrassi, 2009). Results have both theoretical and practical implications. Regarding theory, we test several of Fiske and Neuberg's (1990) contentions about the process of impressions formation. Regarding practice, we isolate the contaminating effects of job-irrelevant information on the interview by controlling the job-relevant portion of the interview. Although past research has established strong relationships between first impressions and interviewer judgments (Barrick, Swider, & Stewart, 2010), ours is likely the first to isolate job-irrelevant information and to allow for causal inferences.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

SA-P01-105

## **SJT Performance: The role of Job Knowledge and Job Experience**

V. Catano\*

**Content: Purpose.** Situational judgment tests (SJTs) are used to measure a variety of job-relevant constructs; however, these constructs are poorly understood (Lievens & Motowidlo, 2016). Lievens & Motowidlo proposed that specific job experience leads to specific job knowledge that is captured by the SJT in addition to general domain knowledge that is based on life experiences. The purpose of this study is to test the hypothesis derived from the Lievens & Motowidlo model that job knowledge will mediate the relationship between job experience and SJT performance.

**Design/Methodology.** To obtain a professional designation, Human Resource practitioners (N=4,947) wrote a knowledge exam and later completed an SJT-based exam along with information on their job experience and education. The data, accumulated over a 7-year period, were used to test the hypothesis through structural equation modeling.

**Results.** The relationship between job experience and SJTs was mediated by job knowledge; however, job experience also directly affected SJT outcome (.15,  $p=.000$ ). The path coefficient between job experience and job knowledge (-.06,  $p=.000$ ) was statistically significant but negative; the coefficient between job knowledge and SJT outcome (.12,  $p=.000$ ) was significant. The indirect effect was -.01 (95% CI: -.015 to -.004) and significant based on a bias corrected interval computed from 3,000 bootstrapped samples.

**Limitations.** The impact of life experience on SJTs remains to be tested.

**Implications.** The results support the model, but show the deceasing effect of experience on knowledge.

**Originality/Value.** This study is the first test of interrelationships among job knowledge, experience and SJTs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

SA-P01-033-interactive

## **Aviation Pilot Selection and Training Using the Hogan Development Survey**

J. McChesney\*

**Content:** The research titled, Aviation Pilot Selection and Training Using the Hogan Development Survey, will be conducted at Minnesota State University, Mankato, Minnesota, USA and Kansas State University, Kansas, USA. This research is a requirement of the Industrial/Organizational Psychology Master's Program and is currently being conducted during the 2016-2017 academic school year.

**Purpose:** We are interested in learning how we can select pilots who don't make mistakes and how we can train them. Specifically, we aim to better understand if and how the Hogan Development Survey predicts pilot performance and if it should be used for selecting pilots in the future.

**Design/Methodology:** Data from approximately 200 students enrolled in the aviation programs at both Kansas State University and Minnesota State University, Mankato will be analyzed as part of this study. This fall, students will take a personality test, the Hogan Development Survey, and be asked to share the following information with the researchers through institutional research: SAT/ACT scores, cumulative GPA, and major GPA.

**Results:** Using multiple regression to analyze the information, we will investigate if Hogan Development Survey and/or SAT/ACT scores predict student's performance in collegiate aviation programs (student GPA).

**Limitations:** We are unsure of limitations until data is collected this fall.

**Research/Practical Implications:** A better understanding of how to train and select pilots could reduce the costs and time spent educating students who are likely to drop out or perform poorly in aviation programs.

**Originality/Value:** There is relatively little to no research on the topic of using the Hogan Development Survey for aviation pilot selection.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

SA-P01-032-interactive

## **Development and Validation of the Experiences in Work Relationships – Individual (EWR-I)**

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<sup>1</sup>Palacký University in Olomouc, Faculty of Arts, Department of Psychology, Olomouc, Czech Republic

### **Content:** Purpose

The contribution presents the development of a self-report inventory ‘Experiences in Work Relationships – Individual’ (EWR-I) to the research diagnostics of attachment dimensions at work. It is meant to be applied in employee selection and development. The idea of new inventory grows from the limitations of general methods applied in self-report measurement of attachment at work.

### Methodology

EWR-I items were designed as statements in two subscales. Each consists of items describing behavioral expressions of one of the attachment secondary strategies in the work context. Respondents consider their suitability for their personality on a seven-point Likert-type scale. EWR-I was pre-verified for a factor structure (EFA), validity and reliability on 300-adult-respondent data. The new method criterial validity was verified using Experiences in Close Relationships.

### Results

The results show the inventory factor structure and parameters of a two-factor solution based on the adult attachment dynamics theory. Having verified EFA and internal consistency, the number of EWR-I subscale items was reduced. The results of criterial validity for EWR-I and ECR follow.

### Limitations

The inventory work-in-progress is meant to research attachment theory at work. Its use in practice requires verification on data from a larger set of employees at different companies.

### Practical Implication

The inventory brings a new tool to diagnose adult attachment influencing staff behavior in a range of relational and nonrelational aspects of overall job performance.

### Originality

EWR-I focuses on behavioral expression of attachment secondary strategies. The inventory items have a high contextual fitness and do not address close relations intimate topics.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Selection methods***

SA-P01-102

## **Are Face-to-Face vs Technology-Mediated Selection Interviews Comparable Regarding Interview Performance, Fairness Perceptions and Affective Reactions?**

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### **Content: Purpose**

Technological progress has led to major changes in the way how selection interviews are administered so that organizations increasingly use technology-mediated interviews. Because of this increased use it is important to determine whether interviewees' performance or their fairness perceptions and affective reactions differ between the different media that can be used to conduct interviews.

### **Design**

In an experiment with  $N=88$  participants, we conducted simulated selection interviews to compare traditional face-to-face (FTF) interviews with telephone and videoconference interviews.

### **Results**

Before the interview, participants had a clear preference and higher fairness expectations for FTF interviews over telephone and videoconference interviews. However, after the interview fairness perceptions did not differ anymore. Furthermore, we also compared psychological and physiological indicators of strain and did not find any differences between the three conditions with regard to experienced strain during the interview. Nevertheless, interviewees in the technology-mediated interviews obtained significantly lower interview ratings than in the FTF condition.

### **Limitations**

We were not able to test whether the performance differences between the different interview media influenced criterion-related validity.

### **Practical Implications**

According to our results applicants perform worse in technology-mediated interviews in contrast to FTF interviews even though fairness perceptions and experienced strain were comparable for all three kinds of interviews. Organizations should take this into account and avoid using different interview media when they interview different applicants for the same job opening.

### **Originality/Value**

Our study confirmed earlier results pointing to disadvantages for technology-mediated interviews that stem from a time when lower-fidelity technology was used and when applicants were much less familiar with these communication media.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Entrepreneurship/Self employment*

*Self-employment and Entrepreneurship*

FR-P01-083

**Entrepreneurial intentions among refugees in Germany**

A. Al Afni\*

**Content:** Entrepreneurial intentions among refugees in Germany

Anna Al Afni, University of Bremen, Germany, Collaborative research center 11 (Sonderforschungsbereich 11)

**Purpose**

The aim of this study is to develop an explanatory model in order to identify the determinants of entrepreneurial intention among refugees, particularly in order to see in how far entrepreneurial activity could be an alternative to conventional labor market integration via employment. A scale derived from Ajzens Theory of Planned Behaviour (TPB) including entrepreneurial predictors (attitudes towards entrepreneurship, perceived behavioral control, subjective norms) was combined with distal variables (e.g. access to finance, knowledge of legal and political system) as well as socio-demographic variables (particularly education, mastery of language and career work experience) and applied on a sample of 45 refugees.

**Design/Methodology**

Self-administered questionnaires in Arabic and English, using facility-based sampling were administered with a return rate of 22,5 % . Hierarchical multiple regression was used to explore relationships between significant correlates of intention. Moderator analysis was carried out to test if contextual variables moderate the relationship between TPB predictor variables and intentions.

**Results** Besides the predictive power of TPB variables, a set of predictors including previous entrepreneurial experience, career experience as well as availability of entrepreneurial role model in family and language proficiency emerge as predictive factors for entrepreneurial intention, however no significant association was found with access to finance.

**Limitations** The study operates on a small sample only, and only pertains to refugees of Arabic language, mainly of Syrian origin.

**Originality/Value** To the best of the authors knowledge, no previous work has been carried out on entrepreneurial intentions among the recent refugees in Germany.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Entrepreneurship/Self employment**  
**Self-employment and Entrepreneurship**

FR-P01-082

**“Think entrepreneur – Think male”: Do gender stereotypes influence women’s entrepreneurial intentions?**

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<sup>1</sup>Universidad Nacional de Educación a Distancia (UNED), Madrid, Spain

**Content:**

**Purpose**

The number of women entrepreneurs is lower than the number of men entrepreneurs in most countries. From the perspective of the “Think manager – Think male” and drawing on the theory of planned behavior (TPB), this research examines if there exist differences in the stereotype of women and men successful entrepreneurs, and its influence on entrepreneurial intentions.

**Design/Methodology**

A sample of 1123 participants (54.8 % female, 18-64 years old) with no experience in creating a firm filled out an online questionnaire. The data were analyzed in a 3 x 2 (Condition x Gender) design, with the following conditions: successful in-general/woman/man entrepreneur.

**Results**

The results show that some characteristics were differently attributed to women entrepreneurs (vs. men and in-general entrepreneurs). Regarding entrepreneurial intentions and its three components (attitudes toward entrepreneurship, subjective norms and entrepreneurial self-efficacy), self-efficacy was the variable most affected by the experimental design: women assigned to the successful woman entrepreneur condition reported the highest entrepreneurial self-efficacy.

**Limitations**

Main limitations of this study relate to cross-sectional design and self-report measures.

**Research/Practical Implications**

These findings may have practical implications on the design of entrepreneurship courses as well as other educational initiatives in order to foster female entrepreneurship and avoid negative stereotypes (or at least make women conscious of entrepreneurship as a feasible and/or desirable career activity).

**Originality/Value**

This study empirically explores the existence of gender stereotypes regarding entrepreneurship in a general population sample with an experimental design.

**Keywords:** entrepreneurial intentions, theory of planned behavior, gender stereotypes

**Disclosure of Interest:** None Declared

**Keywords:** None

***Entrepreneurship/Self employment***  
***Self-employment and Entrepreneurship***

FR-P01-025-interactive

**The role of solo self-employed vs. employer entrepreneurs' job characteristics on commitment towards their own businesses**

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**Content: Purpose:**

For decades self-employment has been one of the strongest growing forms of employment. In Europe this growth is mainly due to a rising number of solo self-employed, i.e. self-employed without personnel. Little is known, however, on the determining factors on their commitment to their businesses. Previous research suggests that one of the crucial antecedents of commitment is motivation. Hence, in this study we used one of the most influential motivation theories, the job characteristic model (JCM; Hackman, & Oldman), to examine the impact of motivation on the commitment towards one's own business. We propose that due to different needs of solo self-employed and employer entrepreneurs, i.e. self-employed with personnel, the impact of motivation-related job characteristics on commitment will differ between these two groups.

**Design/Methodology:**

We used data of solo self-employed ( $n = 117$ ) and employer entrepreneurs ( $n = 103$ ) from the European Working Condition Survey (EWCS, 2010).

**Results:**

Regression analyses revealed that while all three job characteristics (i.e., task significance, autonomy and feedback) were positively related to commitment, the relations were stronger for solo self-employed than for employer entrepreneurs.

**Limitations:**

The EWCS only contains cross-sectional data. Hence final causal conclusions are not possible.

**Research/Practical Implications:**

The results imply that the JCM is applicable to self-employment. Moreover, solo self-employed seem to profit more from JCM-related work-design than employer entrepreneurs.

**Originality/Value:**

To our best knowledge this is the first study applying the JCM to explain a differential pattern of effects of central job characteristics on commitment towards one's own business.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Performance and productivity***

### ***Service Quality***

SA-P01-106

#### **Service quality in a law university course. An application of SERVPERF model to Italian university students**

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#### **Content: Purpose**

Recent reform of Italian university system has changed academic structures. Our research effort intends to monitor these changes and students' perception of service quality. Therefore, the aim of this research is to identify the main factors determining service quality in a undergraduate law course. Building on the SERVPERF model (Cronin & Taylor, 1992) we identified 5 factors related to students satisfaction: tangibility, reliability, responsiveness, assurance and empathy. The SERVPERF is not widespread in learning studies and we fill this gap in the literature. Results also evidenced which are the most critical issues in the course.

#### **Design/Methodology**

A questionnaire measuring students' satisfaction on 5-point likert scale, ranging from "not at all" (1) to "very much" (5), was completed by a sample of 153 Italian undergraduate law students .

#### **Results**

The result showed that the most important factors was "tangibility" (M=3.4; SD=0.6) while the least important was "empathy" (M=2.7; SD=0.6). Other factors were: "reliability" (M= 2.8; SD= 0.5); "assurance" (M=3.1; SD=0.6) and "responsiveness" (M=2.8; SD=0.6). About the critical issue of the course, a sub-sample of the students (n=36) indicated: having on the job experience (17); being informed on the evaluation procedures (8); teaching methods (3); lessons related to the job (2); competence of teachers (2); gap between theory and practice (2); qualitative standards (1); relationship between students and teachers (1).

#### **Limitations**

The cross sectional nature of the data and the limited number of students.

#### **Research/Practical Implications**

How to improve customer satisfaction in a university system.

#### **Originality/Value**

This work attempts to develop critical insights on evaluation in an higher educational settings (university) by adopting an innovative tool for educational research (SERVPERF)

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Global Issues***

### ***Social Responsibility***

FR-P02-028-interactive

#### **Measuring Counterproductive Work Behaviour at an International Level**

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#### **Content:** Purpose

Accurately measuring employee integrity, commonly referred to as Counterproductive Work Behaviour (CWB), is a growing concern for organizations. Case reviews and high profile media exposés show the pervasive damage companies experience worldwide as a result of employee CWB. This paper presents a review of ETIX, a new assessment aimed at measuring individuals' likelihood of engaging in CWB.

#### **Design/Methodology**

Six broad dimensions measured by the assessment were derived from an extensive organisational field survey conducted in three languages (English, French, and Spanish) with 109 companies from 35 different countries. Literature reviews and Ethics charters from large multinational companies were also used in the development of the tool. The behavioural content was then referenced to ISO 26000, which details the internationally recognised standards for organisational social responsibility. A pilot study was run with representative samples from the UK, France and Spain in the corresponding languages to test for Reliability, Validity and Measurement Equivalence.

#### **Results**

Statistical analyses demonstrate that ETIX has high levels of reliability as well as concurrent, consequential and construct validity. Measurement Equivalence is also demonstrated through Differential Item functioning (Dif) analyses. Overall, results demonstrate the assessment's efficiency in predicting CWB.

#### **Limitations**

Samples were drawn from Europe, so similar studies across further countries need to be conducted.

#### **Research/Practical Applications**

The results of the analyses show that ETIX is appropriate for use with employees regardless of their educational level, age or gender, without causing any discrimination.

#### **Originality/Value**

Psychometric development in different languages and cultures from the design stage has shown to be a way forward in obtaining valid, representative and fair results to measure CWB in an international business context.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Labor market issues*

*Socialization to work*

FR-P02-096

**"It confirmed that this is a good choice for me.... The journey has started": Development of Professional Identity during Work Placement**

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**Content: "It confirmed that this is a good choice for me.... The journey has started": Development of Professional Identity during Work Placement**

This qualitative study explores how third-level students experience the development of professional identity during work placement. Little attention has been paid to this experience as a site for sense-making around potential careers and professional identity formation. Research on work placement has instead focused largely on the learning of specific competencies. This study uses landscapes of practice as a lens to explore the influence of the interrelated constructs of community, practice, meaning and learning on the development of professional identity. Forty third-level students were interviewed before, during and after placement to discover their experiences of working in an accounting role. A phenomenographic approach was taken to data analysis.

The findings evidence clear distinctions, based on negotiations of fit (with the profession, work roles and colleagues), underpinning individual trajectories across the landscape of practice. Some articulated a clear trajectory towards becoming an accountant. Others followed a trajectory away from becoming an accountant, but developing a clearer image of their potential career and professional identity. The findings contribute to the landscapes of practice literature by extending its focus from learning to developing professional identity across landscapes of practice. The findings are also of relevance to those concerned with higher education, work placement and professional development.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Research methodology**

**Statistics and methodological issues**

SA-P01-109

**THE EFFECT OF ITEM STEM QUALIFIER'S SALIENCE ON RESPONSES IN EMPLOYEE SURVEYS: INFLUENCE ON LEVEL, DISTRIBUTION, AND NOMOLOGICAL STRUCTURE**

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**Content: Purpose:** As question comprehension is an important step in question processing, this study aimed to investigate whether the salience of item stem *qualifiers* influences the level, distribution and nomological structure of well-established organizational constructs.

**Design/Methodology:** This study contrasted three groups. A strong qualifier condition was compared to a strong qualifier printed in bold condition and a control condition using the original items. In order to compare the effects of the different item wordings, 177 participants were randomly assigned to one of the three conditions.

**Results:** There was no significant difference in the response patterns. Hence, results did not support the hypotheses. Consequently, this study indicates that qualifiers used in the item stem do not produce any significant improvement in the validity of survey data regardless of their salience.

**Limitations:** Qualifiers should be used carefully as this study is not conclusive in general due to small effect sizes and low power

**Research/Practical Implication:** More research is needed to investigate the impact of qualifiers used in the item stem.

**Originality/Value:** As former studies showed effects of qualifiers used in the item stem, further research of the context and circumstances in which these effects appear is needed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Research methodology***

### ***Statistics and methodological issues***

SA-P01-108

#### **Connecting the Dots of Fuzzy Set and Regression: A Simulation Study for Survey Data**

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<sup>1</sup>University of Osnabrueck, Osnabrueck, Germany

#### **Content:**

##### **Purpose**

Introduced as a statistical method for analyzing configurations and complex relationships in data, fuzzy set qualitative comparative analysis (fsQCA) has become an increasingly popular tool. Despite various comparisons, it is still unclear how and when fsQCA and multiple regression should be employed. The purpose of this study is to encourage and inform researchers, who wish to analyze survey data, to identify and draw from the strengths of both methods by embracing their unique properties.

##### **Design/Methodology**

In total, 2000 datasets were created in the form of survey data for seven induced scenarios, e.g. collinearity or asymmetry. Additionally, sample sizes are defined for a small-N and large-N setting with 50 and 500 cases, respectively. These datasets were analyzed by multiple regression and fsQCA with an absolute and a relative calibration.

##### **Results**

The results show a high consistency for regression, especially in large-N datasets detecting interaction effects. In the case of suspected asymmetric effects and combinatorial results, fsQCA shows additional insights. Moreover, fsQCA with an absolute calibration seems to outperform the relative calibration.

##### **Limitations**

The parameters for fsQCA were based on recommended thresholds, but additionally other thresholds could have been used.

##### **Research/Practical Implications**

Regarding different scenarios in survey data, both methods can give new insights into organizational life. Regression supplemented by fsQCA with absolute calibration is generally recommended.

##### **Originality/Value**

This study firstly provides guidelines for the application of multiple regression and fsQCA for different scenarios of survey data tested in a controlled environment.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

FR-P02-097

**Strategic thinking assessment: psychometric evidence**

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**Content: Purpose:** The ability to think strategically is a requirement that is increasingly important for organizations, and should be seen as a daily activity and not as an isolated event and only in extreme situations. In this sense, it is important to check whether employees have the necessary attributes and personal skills to define a direction that meets organizational objectives. Taking this into consideration, and based on the review of the literature on the subject, a questionnaire was developed consisting of 12 items and applied to 271 human resources professionals. The relevance of the study relates to the absence of an instrument that only assesses strategic thinking and the fact that it constitutes an added value in the area of recruitment and selection of people.

**Design/Methodology:** Through principal component analysis method (n = 271) Three dimensions were extracted and tested as of the confirmatory factor analysis (n = 352). Subsequently a validity analysis concurrent and predictive of the instrument will take place; this will happen while the data collection is ongoing. It is also intended to compare the construct in study according to the type of company: traditional organizations versus startups, through a multilevel analysis.

**Results:** The three dimensions resulting from the exploratory factor analysis - vision for the future, systemic thinking and new opportunities identification - explain 63% of the total variance, with Cronbach Alphas between 0.76 and 0.83. The data analysis shows that the three factors solution expresses a good adjustment [ $\chi^2_{(51)} = 3.337$ ,  $p < 0.01$ , CFI = 0.943, RMSEA = 0.08 LO = 0.068 HI = 0.095].

**Research/Practical Implications:** The literature suggests that strategic thinking is positively associated with high levels of professional performance wherefore it would be relevant for organizations to include it in their selection processes.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Strategic HR*

FR-P02-098

**Dissect the HRM-performance linkage in China**

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**Content: Purpose**

"Research on the research is very important and truly essential to the continued growth of the empirical literature"(Delery and Shaw, 2001). Hence, this paper aims to synthesize extant evidence on HRM-performance linkage in China and assess how the context-specific and employee-centred perspective are approached by this stream of literature.

**Approach**

We first theoretically rationalized the context-specific and employee-centred propositions. Accordingly, we coded 58 selected studies into miniature models. Then, we processed the coded data in NVivo and Excel.

**Findings**

Revolving on the two propositions, our analyses generated the following results: 1) HRM strength, strategy, and ownership are the most pivotal contextual factors; 2) few studies contextualised HRM measure; 3) compensation and benefits, training and development, performance management, and job and work design are the most frequently operationalised HRM categories; 4) most studies took an organisational stance; 5) multi-level research design emerges as an imperative trend.

**Implications**

We propose a conceptual model to better explore the HRM-performance linkage in China, particularly focusing on how to address the contextual factors, to clarify and contextualize HRM measures, and to use multi-level model incorporating employee-related constructs.

**Originality**

We provide an updated overview of HRM-performance linkage inquiry in China through the context-specific and employee-centred perspective.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Strategic HR*

FR-P02-029-interactive

**Impact of high-performance work systems on job satisfaction and quit intention in SMEs**

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**Content:** The purpose of this paper is to increase the understanding of the influence of high-performance work systems(HPWS) upon job satisfaction, organizational commitment and intention to quit. The data come from a questionnaire administered to 427 individuals employed by different SMEs. The results demonstrate a significant effect of HPWS (skills, motivation and empowerment practice bundles) on job satisfaction, organizational commitment and intention to quit.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Stress management***

TH-P02-025-interactive

#### **Reducing Workplace Stress: Assessing the Efficacy of an 8 Week Online Mindfulness Program**

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#### **Content: Purpose**

Mindfulness-based stress reduction (MBSR) is becoming increasingly popular as an intervention to reduce stress (Khoury et al., 2015). However, traditional MBSR programs require large time commitments and class attendance, making them difficult to implement in the workplace. Online MBSR programs, overcome these challenges and have demonstrated promising results in reducing stress (Fish, Brimson, & Lynch, 2016). This study aims to determine if an online MBSR program is effective in reducing workplace stress, negative mood states, anxiety and salivary alpha amylase (sAA) levels, while increasing dispositional mindfulness pre- to post- intervention.

#### **Design/Methodology**

Participants ( $N = 22$ ) completed an 8 week, online MBSR program. Measures of workplace stress and dispositional mindfulness were completed pre- and post- intervention. During weeks 1, 4 and 7, participants completed measures of mood states and anxiety, as well as sAA samples immediately before and after mindfulness practice.

#### **Results**

At the time of submission, data analyses had not been conducted, however mixed linear modelling will be used to assess differences in the variables across the three time points after controlling for covariates of age and sex.

#### **Limitations**

Participant attrition is common in prospective research, but the repeated measurement of participants allows for discussions surrounding causality.

#### **Research/Practical Implications**

If our hypotheses are supported, the results will demonstrate that online MBSR is a useful and cost-effective workplace stress intervention.

#### **Originality/Value**

Our study addresses the need for assessment of online interventions, which include physiological measures, improving understanding of the underlying mechanisms by which MBSR programs reduce workplace stress and ill-health.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Interventions***

***Stress management***

TH-P02-026-interactive

**Beneficial on the long run? A longitudinal mediational analysis of the effects of sense of coherence on the stress-health relationship**

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**Content:** According to the salutogenesis approach of Antonovsky (1996), an individual's sense of coherence is mediating the relationship between job stressors and health outcomes. We were able to replicate this finding in a sample of N= 62 geriatric nurses in Germany. What is more, we looked beyond the well-known cross-sectional finding: Due to the three-wave full-panel design of the study, we were able to analyse longitudinal mediational relationships as well as reciprocal effects in the data.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Stress management***

TH-P02-024-interactive

#### **Mental health promotion for junior physicians working in Internal Medicine: evaluation of a pilot study**

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#### **Content: Background**

As research studies have demonstrated there is a strong need to identify and implement effective programs to promote mental health among physicians. This study evaluates a mental health promotion intervention for junior physicians working in Internal Medicine.

#### **Methods**

A randomized controlled intervention was conducted with 61 physicians working in Internal Medicine hospital departments in Germany. Physicians were distributed to either the intervention group receiving the mental health promotion program (IG: n=32) or a comparison group (CG: n=29). The intervention took place in groups over a period of 12 weeks. Content includes learning coping strategies and solution-focused as well as cognitive behavioral counselling. In the beginning, at follow-up 1 and 2, both groups answered a self-rated questionnaire on work-related stress, emotional exhaustion, emotion regulation and job satisfaction.

#### **Results**

IG reached a significant decrease in perceived work-related stress and emotional exhaustion from baseline to all follow-ups with no comparable findings demonstrated in the CG. Benefit of the mental health promotion program was also obvious with regard to enhanced emotion regulation skills and job satisfaction. Physicians valued the intervention with high scores for training design, content, received outcome and overall satisfaction.

#### **Conclusion**

This study provides first indications that a mental health promotion program might be a promising approach to support junior physicians. However, replication studies are needed to verify the effectiveness in the medical working context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Stress management***

TH-P02-091

#### **Wearable resilience monitoring and feedback technology: a usability study**

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<sup>1</sup>TNO, Soesterberg, Netherlands

#### **Content: Purpose**

The ‘quantified self’ development offer opportunities to strengthen the resilience of employees and organizations. Adequate resilience tools and interventions that use this technology are scarce. A resilience monitoring and feedback application for employees was developed by TNO. Goal of this study was to evaluate usability of this application.

#### **Design/Methodology**

The application consists of the Microsoft Band in combination with a web-based questionnaire. Daily physiological and psychological indicators of stress and resilience were measured in combination with stressful events and coping. In total, 36 professional athletes used the application for three weeks. After this period, they received feedback on their data through a web-based dynamic dashboard. Short interviews and questionnaires were used to assess usability.

#### **Results**

Participants reported that the tool was easy to use and not too time-consuming. In addition, they reported that the dashboard provided a good overview of their day-to-day stress and resilience and raised their self-awareness. However, it was difficult for them to determine what they should change in their behavior.

#### **Limitations**

A small sample was used with participants who were highly motivated. Therefore, generalizability might be limited.

#### **Research/practical implications**

The study shows that the use of wearables and apps may enhance awareness of stress and resilience and stimulated people to reconsider their ways of coping. Future research needs to focus on how to include behavioral change strategies in these type of applications.

#### **Originality/Value**

The quantified self-movement testifies to a trend towards increased self-monitoring. Questions of usability for organizations and employees are addressed in this study.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Talent management**

FR-P02-030-interactive

**Differential Effects of Likability on Assessment Center Ratings**

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<sup>1</sup>University of Minnesota, Minneapolis, United States, <sup>2</sup>Middle East Technical University, Ankara, Turkey

**Content:** Performance appraisal research has demonstrated prevailing effect of rater liking on overall performance ratings (Sutton, Baldwin, Wood, & Hoffman, 2013). In this study, we examined the extent to which likability played a role in assessment center (AC) ratings. Sixty-five white-collar employees working in a large manufacturing firm in automotive industry in Turkey constituted the sample of the study. Results indicated that likability was a strong correlate of overall assessment ratings ( $r = .52, p < .01$ ). Furthermore, although likability was significantly related with relational dimensions of performance (i.e., leading, cooperativeness/awareness of others, oral communication, and conflict management), its correlations with more task-focused dimensions (i.e., orderliness/attention, inquisitiveness, and planning and organization) were not significant. We believe that likability might act as a rater bias especially in the assessment of interpersonal competencies with affect influencing appraisal process beyond recognition. Findings of this study have important practical implications for AC rater training.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Human resource management**

**Talent management**

FR-P02-031-interactive

**Development and Validity of a Dimension-Based Assessment Center: Does Exercise Similarity Breed Validity?**

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<sup>1</sup>University of Minnesota, United States, <sup>2</sup>Middle East Technical University, Ankara, Turkey

**Content:** An assessment center (AC) is a systematic means to evaluate a wide range of competencies using multiple assessment methods to make a variety of employment decisions, such as selection, promotion and career management. The present study aimed to develop a dimension-based AC to identify employees with high managerial potential. The AC comprised of five exercises (e.g., leaderless group discussion and make-a-brochure) and assessed eight dimensions of performance (e.g., leading and inquisitiveness). The sample consisted of 65 white-collar employees working in a large manufacturing firm in automotive industry in Turkey. In order to examine convergent and divergent validity, Campbell and Fiske's (1959) Multitrait-Multimethod-Matrix (MTMM) approach was utilized. Results provided partial support for the construct validity of the AC ratings. However, consistent with the findings of a recent study by Wirz, Melchers, Schultheiss, and Kleinmann (2014), similar exercises were better at yielding construct validity evidence.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Human resource management*

*Talent management*

FR-P02-099

## **IN WORKING LIFE TALENT, SKILL, COMPETENCE, COMPETENCY FOR TURKEY LABOR MARKET**

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**Main Abstract Content:** In this study, for companies in Turkey responsible for recruitment and human resources / specialist / consultant working as the people who are in or will do; employers; thought would be useful "talent-skill-competence-competency" concepts one by one. In the context of life and work will be focused on important differences.

Participants; starting with a review of the literature, the working age can use real events and human resources applications with the training to be completed by the analysis of the data sharing experiences " Competency Hierarchy for Talent- Skill-Competence Framework " in a scheme called and " Perceived Talent Identification List in all jobs for Turkish Labor Market" .

Key Words: Talent, Skill, Competence, Competency, Turkish Labor Market, Change Working Life

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Team building and effectiveness*

FR-P02-032-interactive

**PERCEIVED EFFECTIVENESS IN ESTONIAN VIRTUAL TEAMS:  
RELATIONSHIPS WITH TRUST, TEAM COMMITMENT AND EFFICACY  
BELIEFS**

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**Content: Purpose.** The aim of this study is to investigate relationships between perceived virtual team effectiveness and team trust, team commitment and efficacy beliefs.

**Design/Methodology.** The following scales were used: Team Effectiveness Scale (Alexander, 1985); Team Trust Scale (Jarvenpaa, Leidner, 1999); Team Commitment Scale (Allen, Meyer, 1991) which was divided into three subscales: \*Affective Commitment Scale; \*Normative Commitment Scale; \*Continuance Commitment Scale; Self-Efficacy Scale (Knight, Riggs, 1994); Collective-Efficacy Scale (Knight, Riggs, 1994); Perceived Group Success-Failure Scale (Knight, Riggs, 1994). The sample (83 respondents) consisted of quite a broad range of job types and organizational levels. Data from the sample was analyzed using structural equation modeling. The factor structure of questionnaires was examined by using confirmatory factor analysis.

**Results.** It was statistically significantly found that 56% of the descriptiveness of the perceived virtual team effectiveness can be predicted by team trust, collective-efficacy, and affective commitment. The study proposes that trust has significant positive impact on both variables: affective commitment and collective-efficacy, which in turn contribute significantly to perceived virtual team effectiveness.

**Research/Practical Implications.** The research supports previous findings that team trust is fundamental for any team performance; it is also significantly positively correlated with perceived virtual team effectiveness.

**Limitations.** Taking into consideration the theoretical principles of regression analysis, structural modelling and comparative analysis, the study sample size was relatively small.

**Originality/Value.** Little controlled findings have been found so far, which contributes to sustaining effectiveness in virtual teams.

**Key words:** Virtual Teams, Perceived Team Effectiveness, Trust, Team Commitment, Efficacy Beliefs.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

FR-P02-033-interactive

#### **Creative collaboration in goal-oriented virtual communities: Users roles from a Social network approach (SNA).**

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**Content: Purpose:** This paper investigates creative collaboration in goal-oriented virtual communities based on the study of users' behaviour and their network position over time.

**Design/Methodology:** We conducted a longitudinal exploratory study based on one virtual community comprised by 36 university students who participated in a business simulation exercise along four months. Cluster, SNA and content analyses of posted comments are used to generate a deeper understanding of creative collaboration.

**Results:** We identify four user types associated with several behavioral contribution patterns: lurkers, posters, active posters and attention attractors. Network graphs are shown to help understand and differentiate them. Furthermore, behavioural differences were found, showing that these user types develop different roles and have significant differences in their creative contributions.

**Limitations:** As this study was exploratory, the generalizability of identified user types and its sensitivity to contextual factors still needs to be tested in other types of communities.

**Research/Practical Implications:** This study takes a close look at the creative collaboration in goal-oriented virtual communities. Several user types are described, matching their participation to the collaborative stage of the community. To successfully manage these communities, organizations need to understand what roles the members assume, how they communicate and vary in their contributions.

**Originality/Value:** This paper extends previous work on the creativity in virtual communities using a longitudinal approach what might clarify how users evolve over time. These findings lead to managerial implications regarding the creation of strategies to transform the user's type and to engage their different members.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

FR-P02-105

#### **Where Is the Work Team Based? The Case of Matrix-Type Organisation in French Automotive Engineering Sector.**

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**Content:** The purpose of this research is to initiate a discussion on how the team is perceived today and where it sits in matrix-type organisations with a particular focus on the industrial engineering sector. The origins of the discussion lie in a social experiment in Clinic of Activity (Clot & Kostulski, 2011), which looked at actively re-engaging the social dialogue between the C-suite and the unions of a French automotive construction company.

The main hypothesis of the research is as follows: if the difference in points of view on work quality, as experienced in everyday work activity, are better supported in dialogues, it will improve several work dimensions. The first one, the arguments, will be stronger. The second one, the decision making will be better. And last but not least, health and efficiency at work would increase. The applied methodology is the one of cross self-confrontation analysis (Kostulski & Kloetzer, 2014) and collective meetings.

The work team outlines seem to be defined by criteria conflicts experienced by the technicians and the engineers, and linked to a technical issue. Whereas in a Taylorist organisation of work the team is defined by the task it has to complete.

The implemented dialogical and clinical framework could not be applied to other research studies.

In this type of matrix organizations, it turns out that the team as a resource is in transition. The feeling of isolation and loneliness which comes with these particular work functions (Goussard, 2011) could be transformed through new work structures.

This note highlights an innovative way to circumvent the issue surrounding the weakening of the workforce.

#### **References**

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Kostulski, K. & Kloetzer, L. (2014). Controversy as a Developmental Tool in Cross Self-Confrontation Analysis, *Outlines*. 15, 2, 54-73.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

FR-P02-101

#### **Distributed leadership agency and innovative behaviour**

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#### **Content:**

**Purpose:** Human agency focus on intentional actions, including proactive change of conditions for actions (i.e., changing structure). Distributed leadership agency (DLA) is a specific form of employee agency, in which employees participate actively in undertaking leadership tasks in different domains. In this study we focus on change, task and relation DLA. We investigate the relationships between DLA in these different domains and innovation. Furthermore, we investigate whether attitude to employee participation moderate the relationships.

**Methodology:** A quantitative online survey was conducted. Data were collected throughout all departments and occupational groups at a merged centralized hospital setting in Denmark. A total of 1992 employees from 24 hospital departments and 16 occupational groups responded to our online survey. We applied regression and moderation analyses SPSS and Hayes' PROCESS add-on.

**Findings:** DLA was positively related to perceived innovative behaviour. This relationship was strongest when the distributed leadership regarded implementation of organisational changes compared to more task-specific or relation leadership functions. We found that the relationships between DLA domains and innovation were moderated by employee attitude towards participation. There was a stronger relationship between DLA and innovation for employees with a more positive attitude towards participation compared with other employees.

**Limitations:** We cannot infer causality due to the cross-sectional design

**Practice implications:** Our findings provide insights into which type of employee has the most benefit of distributed leadership when the aim is innovation.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

FR-P02-103

#### **The Ripple Effect: Basis of Social Exclusion and Team Creativity**

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#### **Content: Title**

The Ripple Effect: Basis of Social Exclusion and Team Creativity

#### **Purpose**

This study examines whether social feedback (social exclusion vs. control) and basis of social feedback (i.e., warmth vs. competence) jointly influence team creativity via individual idea expression.

#### **Design/Methodology**

276 participants from a large university in Singapore were randomly assigned to one of four conditions where they received false feedback that team members did not choose (exclusion condition) or chose (inclusion condition) to continue to work with them on the basis of warmth (warmth-based) or competence (competence-based). After the feedback manipulation, participants worked on a group creativity task where individuals' idea expression behaviors were recorded and rated in terms of quantity and quality of their ideas.

#### **Results**

Basis of social feedback moderated the relationship between social feedback and individual idea expression. Specifically, individuals who are excluded due to lack of warmth are less likely to express their ideas as compared to those who are not excluded on the basis of warmth. In contrast, individuals who are excluded due to lack of competence are more likely to express their ideas as compared to those who are not excluded on the basis of competence. Individual idea expression in turn is positively related to team creativity.

#### **Limitations**

Teams formed in this study are likely to have shorter tenure than teams in organizations where team members have extended interactions. Another limitation of the study is that the manipulations of social feedback and its bases were a one-time event in our study.

#### **Research/Practical Implication**

Our finding suggests that whereas warmth-based exclusion has a detrimental effect on team creativity, competence-based exclusion has a positive effect on team creativity.

#### **Originality/Value**

This study is one of the first that examines interpersonal dynamics among team members and its influence on group creativity.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Teams and workgroups*

*Team work, creativity and innovation*

FR-P02-102

Exploring innovation: How entrepreneurs can capitalize on exploratory learning behaviours.

G. Hoffart <sup>1,\*</sup>, K. Gibbard <sup>1</sup>, N. Larson <sup>1</sup>, H. Peschl <sup>1</sup>, T. A. O'Neill <sup>1</sup>

<sup>1</sup>University of Calgary, Calgary, Canada

**Content: Purpose.** Entrepreneurial teams must produce innovative solutions to complex problems through exploring new possibilities, learning new skills, and generating unique knowledge. These team exploratory learning behaviours (ELBs) can be critical for preserving a competitive advantage in turbulent markets. Despite the potential reward from ELBs (e.g., innovation), they have the potential to harm performance by generating too much uncertainty, variation, and lost time on activities that do not immediately produce results. We predicted, however, that teams composed of members who monitor team progress and actively maintain the project track may offset risks while benefiting from the flexibility, experimentation, and development of new knowledge associated with ELBs.

**Design/Methodology.** We surveyed 100 student teams (N = 499) from an entrepreneurial course participating in a business venture competition with a \$100,000 prize.

**Results.** A moderation analysis using Hayes PROCESS add-on for SPSS revealed a significant interaction as predicted  $F(1,96) = 4.82$ ,  $p = .031$ , whereby ELBs positively enhance innovative performance when team monitoring behaviours are high ( $\Delta R^2 = .042$ ).

**Limitations.** Despite the high stakes competition, the use of a student-based sample limits the generalizability of these findings.

**Research/Practical Implications.** The results suggest that entrepreneurial teams should develop team monitoring behaviours in order to capitalize on the benefits of ELBs, which may provide them with a competitive advantage.

**Originality/Value.** To our knowledge, this study is the first to consider team member monitoring behaviours as a characteristic that enhances the relationship between ELBs and performance.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

FR-P02-106

#### **Composition characteristics, Strong ties and Equity distribution: Do entrepreneurial teams twist new venture performance?**

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<sup>1</sup>Department of Engineering and Management, University of Lisbon, Lisbon, Portugal

**Content: Purpose:** Conceptual and empirical literature of entrepreneurial team demonstrate resilient association between higher corporate success and team-created ventures. A prime reason of such finding is that an entrepreneurial team has more human and social capital at its disposal, as compared to solo entrepreneur, in dealing with the uncertainties and variations allied with new venture formation in today's market setting. The objective of this study is to analyze and highlight the elements (team composition, strength of social ties, division of equity and authority) that primarily contribute in the success or failure of the new venture formed by entrepreneurial teams. First element, entrepreneurial team composition highlights, how entrepreneurial teams are formed, twisted & shaped and how team composition is coupled with the development and growth of new entrepreneurial ventures. Second element is the strength of social ties and friendship between team members, which indirectly enforce them to be committed with the new venture. We believe that the interaction level among entrepreneurial team members and the ventures based on the friendship have more diverse outcome than usual entrepreneurial venture. Third, how entrepreneurial team divides the equity and authority among themselves. Apprehension of consequences of equity distribution between members of the team analyzed. We believe that combination of these elements is important to forecast the development and performance of the new venture.

**Methodology:** Eighty entrepreneurial team-members were interviewed of different cities of Portugal to investigate the relationship.

**Result:** Result supports the hypotheses and confirms that three highlighted elements have strong and profitable contribution during the new venture among entrepreneurial teams.

**Limitation:** Snowball sampling technique were used. This study carried out in Portugal and economic factors limit the generalizability.

**Research/Practical Implication:** This study draws attention towards success factors to establish new ventures and explain entrepreneurial characteristics that entrepreneurs should focus while bringing people together particularly for new venture.

**Originality/Value:** On both firm level (survival, growth, profitability and innovativeness) and team level (team effectiveness, productivity and stability) by filling the gaps concerning how entrepreneurial teams form and how important team composition is during the development of new ventures.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Teams and workgroups***

### ***Team work, creativity and innovation***

FR-P02-034interactive

#### **Fail early and often: A multilevel, multisource analysis of perceived risk to failure and its implications for the creativity of design thinking teams**

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<sup>1</sup>SAP Deutschland SE & Co. KG, Walldorf, <sup>2</sup>University of Mannheim, Mannheim, Germany

**Content:** Design thinking is a team-based creativity approach that helps to deal with complex problems. Despite the increasing adoption rate of design thinking in practice relatively few studies are available to get a better understanding of the underlying psychological processes.

In order to perform a design thinking process successfully, the individual motivation to contribute new and novel ideas is a central psychological aspect to ensure a creative outcome. The current study examines the implications of perceived risk to failure for the creative outcome of the design thinking process. For this purpose, the relationships of the expected interpersonal consequences of failure (i.e. psychological safety) and the estimated likelihood of failure (i.e. creative self-efficacy) with the number of generated and shared ideas as well as with the team creativity are analyzed. To test the hypotheses based on Amabile's componential theory of creativity, responses of 270 participants assigned to 57 design thinking teams were collected. As an independent data source, key variables like number of shared ideas and team creativity were rated on team level by design thinking coaches. The hypothesized relationships were analyzed on individual and group level using multiple linear regression models and moderated mediation models. On group level, the relationship between the number of generated ideas and team creativity was mediated by the number of shared ideas as postulated. However, this relationship was not moderated by factors of perceived risk to failure (i.e. psychological safety and creative self-efficacy). On individual level, both factors demonstrated a significant relationship to the quantity of generated ideas. This study contributes to a thorough understanding of the psychological processes underlying the design thinking approach and supports the practical importance of the key design thinking principle 'fail early and often'.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Teams and workgroups***

***Team work, creativity and innovation***

FR-P02-104

**The effect of gratitude on team creativity: A collective information processing perspective**

N. Pillay\*, G. Park

**Content:** What happens to team creativity when team members experience gratitude? We examine the implications of gratitude on team information processing and creativity. Specifically, we argue that team members' gratitude facilitates better collaborative information processing, by which team members engage in more active discussion and idea elaboration; this, in turn, enhances team creativity. In Study 1, we elucidate the effects of team members' trait gratitude on team creativity using project teams working on a business case. We found that teams with high trait gratitude members were more likely to engage in open discussion of different opinions and ideas, which increased team creativity. In Study 2, we manipulated gratitude and examined how practicing gratitude improved collaborative information processing and team creativity. Consistent with our expectation, gratitude did not increase the quantity of team ideas, but rather improved the quality of creative ideas through team idea elaboration. We discuss our findings' implications for team creativity and potential directions for future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Teams and workgroups***

### ***Team work, creativity and innovation***

FR-P02-100

#### **Women in teams: Contingency effect of gender on team creativity**

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**Content:** The purpose of our study is to examine if gender serves as a moderating variable between team setting and individual creative performance. Specifically, we examined how people's belief of men's superiority in team settings would selectively increase male members' creative performance in teams.

154 participants from a large university in Singapore were randomly assigned either to an individual condition or a team condition. Participants then completed an idea generation task and creativity ratings were assigned to each participant. Creativity self-efficacy (CSE) and gender creativity competency belief was also measured. The team condition was of a minimal group paradigm where no interaction was allowed; participants completed the task independently but were told that they would be sharing their ideas with each other.

The moderating effect of gender was demonstrated. Simple effects analysis revealed that males performed significantly better in the team condition than in the individual condition. In addition, there was no significant difference in creative performance between females in the team condition and females in the individual condition. This effect held regardless of baseline CSE scores. It was also found that participants in the team condition held greater beliefs in male's creativity competency as compared to participants in the individual condition.

Team-level creativity was not assessed. Also, gender creativity competency belief was measured with only a single item.

Our finding informs team management practices, cautioning against the assumption that teams will enhance the performance of individuals indiscriminately between the genders.

Many studies examining the effects of gender on teams study such processes and outcomes at a single level. Our study marks the incipience of a multilevel approach to this area by showing how the team setting itself could affect the creative performance of individual members differentially based on their gender.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***The aging workforce and retirement***

FR-P02-108

**Aging workforce and sustainability: a qualitative study with kindergarten teachers over 60**

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**Content:** Aim of this work is to explore older professionals' perception of sustainability of work, in the specific sector of kindergarten services.

55 in-depth semi-structured interviews were conducted with kindergarten teachers (all women, between 60 and 65 years old) in an Italian city. The interviews were transcribed and analyzed according the Glaser and Strauss's (1967) Grounded Theory approach as developed by King (2004).

Teachers expresses difficulties and worries about staying longer at work because of their physical, cognitive and emotional labor. This effort is relieved by positive relationship with colleagues, by their long experience and, first of all, by the stimulating relationship with children, but several of them underline that the age gap with children is really too large. 4 main groups emerged: "quite good" (those who feel they can still stay at work), "in balance, precariously" (those who can resist but they are quite worried), "with difficulties" (those who express physical and emotional fatigue about work), "they can't do it" (for them staying longer at work is not sustainable).

The study involved teachers from an only city in Italy, but it offers a deep understanding of perception of ageing at work for a group of professional involved in a very meaningful work. It focused on sustainability of work for aging professionals, a mistreated topic in Italy and partly in international literature. The in-depth analysis of the topic by interviews allowed us then to identify clearly the difficulties and to hypothesize realistic solutions to be implemented.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**The aging workforce and retirement**

FR-P02-035interactive

**Aging of Expertise: The Role of Excellence and Health**

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**Content: Purpose**

Research has shown that it is possible preserve expertise until late in life and after retirement. To obtain and acquire new knowledge and skills, individuals have to continuously engage in learning and training of skills. However, an individual's capacity to learn and to deliberately practice is limited depending on aging-associated health changes. In the present study we investigated whether age relates to learning and deliberate practice in an age-heterogeneous sample of academics from 33 to 88 years of age. Moreover, we examined the effects of excellence in academia, and of health on learning activities and deliberate practice across adulthood.

**Design/Methodology**

The hypotheses were tested among 144 biologists (university professors in Germany; age range 33 – 88 years,  $M = 51.1$  years,  $SD = 9.5$ ).

**Results**

A moderated regression analysis revealed that professors' excellence (operationalized as academic impact with the i10 index) moderated the relationship between age and learning; age was associated with a decrease in learning when excellence was low. When professors reported lower health, age was positively associated deliberate practice.

**Limitations**

Limitations are the cross-sectional design and self-report of health.

**Research/Practical Implications**

Both, excellence and health are important resources to achieve and maintain expertise across adulthood. Older academics engage more in learning, when they are more excellent, and, in the case of poor health, they practice deliberately to maintain their expertise.

**Originality/Value**

This study adds to the literature the role of excellence and health on learning activities and deliberate practice across adulthood in the context of academia.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Labor market issues*

*The aging workforce and retirement*

FR-P02-109

**The added value of Learning climate on the Employability and Vitality of university employees.**

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**Content: Purpose:** An appropriate Organizational context is essential for Sustainable employability. The objective of this study is to investigate if Learning Climate is positively related to two components of Sustainable employability (Vitality, and Employability of workers).

**Design:** 354 employees of the Open University in the Netherlands completed a survey (50% response rate). SEM was used to analyse the data. **Findings:** Sustainable employability is positively related to a positive learning climate. **Practical implications:** The results of this study suggest that HRM needs to provide their employees with the facilitating work context, in the form of a positive learning climate, as it is positively related to sustainable employability of workers. **Originality:** This study simultaneously examines the unstudied relationship between learning climate and sustainable employability.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***The aging workforce and retirement***

FR-P02-036interactive

**An Experimental Evaluation of Future Time Perspective for Work and Retirement Scholarship**

M. Kerry\*

**Content: Purpose**

The psychological construct of future time perspective (FTP) figures prominently in organizational and retirement research areas; For organizational researchers, the socio-emotional selectivity theory (SST) of lifespan motivation predicts that FTP decreases with age. In opposition, retirement scholars use a psycho-motivational model from early child development paradigms to predict FTP increases with age.

**Design/Methodology** A sample of  $N = 296$  participated in '3 x 2' mixed-subjects experimental design. SLE served as between-subjects factor via an attribute framing manipulation ('live-to', 'die-by', 'control') and Order ('pre', 'post') as within-subjects factor for administration sequence of a personality assessment battery.

**Results** SLE-manipulation effects were successfully replicated, such that participants in the 'live-to' condition reported a 10% greater chance of living to age 80, relative to the 'die-by' condition ( $t[235] = 4.58, p < .01$ ). Main-effect hypotheses were supported in terms of direction, but only reached significance in the 'live-to' frame. Specifically, participants assigned to the 'live-to' condition reported significantly higher FTP ( $\gamma = 1.79, p < .01$ ) and later Intended Retirement ( $\gamma = 1.25, p < .01$ ), compared to controls. Participants assigned to the 'die-by' condition reported non-significantly lower FTP ( $\gamma = -.20, p = .17$ ) and earlier Retirement Intentions ( $\gamma = -.21, p = .14$ ), compared to controls.

**Limitations** The experiment warrants replication with occupational adaptations of the original, FTP instrument (O-FTP).

**Research/Practical Implications** In the current experiment, foreshortened time horizons hastened retirement intentions and altered the correlate between planning and intentions.

**Originality/Value** Plausible rival hypotheses were identified and tested in a between-subjects experiment. Implications for the greying workforce will be elaborated.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Labor market issues***

***The aging workforce and retirement***

FR-P02-110

**The influence of HR practices on the ability and motivation of employees to work longer: what works best in which context?**

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**Content:** As employees are stimulated to work until a later age (OECD, 2015; United Nations, 2015) organizations are challenged to ensure the sustained ability and motivation of its workers (Kanfer & Ackerman, 2004; Kooij, 2015; Phillips & Siu, 2012). It is assumed that organizations can do this through the use of HR practices (Truxillo, Cadiz, Rineer, Zaniboni, & Fraccaroli, 2012). However, there is little empirical evidence available on the effects of HR practices on the continuing ability and motivation of employees (Truxillo et al., 2012) and on contextual factors that influence this relationship (de Lange, Kooij, & Van der Heijden, 2015). This study aims to fill this gap by testing the effect of HR practices on the ability and motivation of employees in three different type of occupations (industry, healthcare and education) which differ strongly with regard to physical and mental workload. 1.536 white collar, health care and blue collar workers filled in a similar questionnaire on leader-member exchange, HR practices, ability and motivation. As these employees deal with different types of job demands we expected that the relationship between HR practices and ability and motivation to continue working would differ. The hypotheses will be tested with structural equation modeling in M-plus. No results are available yet.

Due to large differences in amounts of respondents per sector, no direct comparisons between sectors could be made. This study gives HRM practitioners an indication of which HR practices with regard to continuing motivation and work ability are most suitable in their sector.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Labor market issues***

***The aging workforce and retirement***

FR-P02-107

**What Motivates Older Workers To Work Until The Regular Retirement Age?**

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**Content: Purpose**

The present study assumed that different kinds of motivation to work until the regular retirement age exist and that they are triggered by different environmental factors. Intrinsic motivation to work until the regular retirement age should be influenced by motivating work characteristics like job resources. In contrast, controlled motivation to work until the regular retirement age should arise if one is forced to keep working because already accrued pension entitlements are lower than one had previously expected.

**Design/Methodology**

We analyzed data of 896 employees with an age of 45 years or older that participated in a large survey of Austrian employees and reported that they had recently received official information on their already accrued pension entitlements.

**Results**

Our results show that intrinsic and controlled motivation to work until the age of retirement represent different constructs. Regression analyses (controlled for age and gender) showed that intrinsic motivation was predicted by employees' job resources but not by their already accrued pension entitlements. In contrast, controlled motivation was predicted by employees' already accrued pension entitlements but not their job resources.

**Limitations**

Because this study is based on cross-sectional self-report data, we cannot make definite claims on causality nor fully rule out common-method bias.

**Research/Practical Implications**

This study shows that informing employees on their already accrued pension entitlements does not affect their intrinsic motivation to work until the regular retirement age.

**Originality/Value**

To our knowledge, this is the first study to analyse different kinds of motivation to work until the regular retirement age.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Browsing vs. Searching - Exploring the influence of consumers' goal directedness on website evaluation**

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**Content:**

**Purpose**

Content, perceived usability, and aesthetics are key elements when evaluating websites. The present study compares the predictive strength of those variables dependent on different post-use judgments. Furthermore, a possible moderation of goal-directed (searching) or exploratory (browsing) tasks performed on websites is investigated.

**Design/ Methodology**

481 participants fulfilled either browsing or searching tasks online. Hierarchical multiple linear regressions were conducted using overall impression, recommendation, and revisit intention as outcome variables.

**Results**

Overall, content and aesthetics contributed to all outcomes, while perceived usability only influenced overall impression. Content had the greatest impact on revisit and recommendation intention. Aesthetics was the most influential for overall impression. When browsing the impact of content was significantly stronger. In additional analyses, differences in main effects were found for English and German participants, and for a company's registered and non-registered customers.

**Limitations**

The study tested websites within the online shopping context. Results may differ for other website domains. Also, results may be influenced by brand perception due to some participants' familiarity with the websites.

**Research/ Practice Implication**

Results imply that the importance of each construct differs for spontaneous and more complex evaluations. Thus, both types of measurements should be used by researchers and professionals. In practice, consumer insights should be drawn from both registered and non-registered customers.

**Originality/ Value**

Very few studies experimentally manipulate the given tasks in order to assess possible interactional effects on website perception. The current research first investigates the effect of user task-type with regard to the proposed main effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Technology, work-design and human-machine-systems***

***The digital environment***

SA-P01-111

**When intersubjectivity of human resources work fronts the digitalisation. A case study**

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**Content:** Human resources management is particularly confronted with the current numeric revolution. New tools are constantly appearing and prescribe professional its duties. Work relationships become increasingly dematerialised. The work handsome is now a numeric gesture. The direct relation and intersubjectivity with colleagues are leaving the work place. Simultaneously, for the professional, the flow of varying entreaties, sometimes conflicting and contradictory, increases continually with digital tools. We present a case study, driven in a telecommunication firm, which shows, in these conditions, how the activity is dissociated and narrowed and how the professionals face it. (Clot)

This work takes place in the clinic of activity (Clot, Kostulski). The approach is based on the development theories formulated by Vygotski. This clinic study uses collective appliance in order to develop resources and health at work. "Instruction to a double", single and crossed self-confrontation are our methods (Clot, Faïta).

Human resources management, historically based on the relationships between subjects is now moving to the relations from subjects to objects. This collapses the grounds of work and deprives the professionals from collective resources. Consequently they became isolated and dispossessed. Recreating collective work to recompose and develop resources needs to be undertaken.

Our research highlights a particular workplace situation.

This study shows how a transformation action in the reality of the work field is important

Revealed by a social demand, this study is oriented towards transformation action more than analysis. It aims primarily at contributing to the development of practices of the human resources professionals.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Technology, work-design and human-machine-systems***

***The digital environment***

SA-P01-112

**A case study on the relationship between IT tools and profession's language processes**

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**Content: - · Purpose**

How is the activity of a workplace affected by the Information Technology (IT) tools ? Our hypothesis is that, beyond their technical impacts, these latter are part of the profession's language processes. We are proposing a case study in the automotive industry. A group of professionals complains of too complex curve produced by an information system. However, they are the ones who prescribed the calculation. They express the need for a simple calculation but they build it complex for it to be "realistic". To analyze this paradoxical situation we resume works on performativity [Austin] of the management tools and on technical and psychological instruments [Vygotsky, Rabardel].

**- · Design/Methodology**

The case study is based on devices from the clinic of activity [Kostulski]. The situation analysis is carried out from recordings during the IT project.

**- · Results**

We show how the paradox is explained by a conflict between the semantic and pragmatic functions performed by the curve. This conflict is addressed in a dialogue between professionals that makes link between these functions. The curve appears as an instrument and as a form of the profession's language development.

**- · Limitations**

This case study embraces a singular situation. It has to be cross-analyzed with other studies.

**- · Research/Practical Implications**

This work provides elements of understanding on the relations of a profession with its IT tools. There are potential implications on computer systems design methods. Importance is put on the confrontational dialogue about work between professionals [Clot], around the IT systems.

**- · Originality/Value**

This paper develops an original point of view on the problem of IT systems conception, based on language theories.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Technology, work-design and human-machine-systems***

### ***The digital environment***

SA-P01-113

#### **How to implement new ways of work to increase organizational attractiveness**

S. Giessner\*, S. I. Wong, C. Fieseler, C. van Baalen, V. Roufanis

#### **Content: Purpose**

Digitization changes our work environment. Work has become more flexible and potentially more social with the use of new technology. Organizations introduce flexible work arrangements in terms of office design (e.g., open offices / flexible seating) and telework (i.e., flexible work locations scheduling). While these changes to the work environment impact the work itself, we focus in this research in how far these “new ways of work” can increase the attractiveness of the organization for potential job applicants. We argue that information about office design and telework influence the implicit organization theories of job applicants by increasing the perception of organizational innovativeness. However, we assume that misalignments can decrease these positive effects.

#### **Design/Methodology**

We conducted a pilot study (N = 40) and two experimental studies (N = 179; N = 220) to test our assumptions. Study 1 manipulated office design and telework. In Study 2, we manipulated telework and alignment.

#### **Results**

Office design and telework can increase organizational attractiveness via perceptions of organizational innovativeness. Further, these positive effects can be reduced if explicit misalignments are perceived by job applicants.

#### **Limitations**

Generalization to other new ways of work cannot be made.

#### **Research/Practical Implications**

Job description can increase organizational effectiveness if these include information about open offices with flexible seating or flexible work arrangements. However, organizations need to align these work systems to gain that advantage.

#### **Originality/Value**

New ways of work become increasingly popular in practice. This research addresses how to implement these systems to attract potential job applicants.

**Disclosure of Interest:** S. Giessner Conflict with: We thank the Research Council of Norway for the funding within the SAMANSVAR project “Fair Labor in the Digitized Economy” (247725/O70), S. I. Wong: None Declared, C. Fieseler: None Declared, C. van Baalen: None Declared, V. Roufanis: None Declared

**Keywords:** None

*Human resource management*

*Training and development*

FR-P02-111

## **Mentor-Mentee Match in Workplace Mentoring Relationships**

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### **Content: Purpose**

The purpose of this study was to develop a better understanding of mentor-mentee match in workplace mentoring relationships. We applied two conceptualizations of fit from the person-environment fit literature – supplementary and complementary fit – and examined the effects of fit on several outcomes – mentoring relationship quality, mentee learning, and mentee job performance.

### **Design/Methodology**

We collected data from 145 mentor-mentee pairs employed in various universities.

### **Results**

Structural Equation Modeling was used to test a model of mentor-mentee match. A revised model was a good fit to the data. Results suggest that both supplementary and complementary fit significantly and independently predict mentoring relationship quality, which in turn predicts mentee job performance. Neither conceptualization of fit predicted mentee learning.

### **Limitations**

All dyads were employed in an academic setting. It remains to be seen if the results generalize to mentoring relationships in other contexts. Because the study used correlational research methods, we cannot infer cause and effect.

### **Research/Practical Implications**

The results suggest that organizational mentoring programs should assess both supplementary and complementary fit between mentors and mentees. Organizations can thus take steps towards ensuring that employees have high quality mentoring relationships, and that mentees will be able to perform their roles to the best of their abilities.

### **Originality/Value**

To our knowledge, this is the first study to assess multiple conceptualizations of mentor-mentee fit and to examine their respective impacts on outcomes. This study is valuable in that it has clarified the relationship between mentor-mentee fit and outcomes of workplace mentoring.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Training and development*

FR-P02-112

**Are trainees' reactions toward training a by-product of their pre-training attributes?**

M. Lauzier\*

**Content:** Trainees' reactions is the most commonly used criteria to assess training effectiveness. Numerous studies have found that when considered as such, trainees' reactions generally present weak links with more critical training outcomes (such as learning and transfer of training). This problem could stems from the relationships those reactions share with trainees' pre-training attributes. This study investigates the influence of different attributes that trainees have – either prior to or developed through training participation – on their reactions toward training. Four pre-training attributes (learning goal orientation, generalized self-efficacy, locus of control, motivation to learn) and two that can be influenced by training participation (acquisition of new knowledge, specific self-efficacy) were chosen for this study. Trainees' reactions (utility and satisfaction) collected immediately after training were selected as main dependent variable. 261 trainees coming from a large Canadian organization participated to this longitudinal study by completing questionnaires before and after training. Results from bootstrap regression analysis evidenced that a large portion of variance of trainees' reactions can be predicted from their pre-training attributes. Trainees' level of motivation to learn was found to be the best predictor of both form of reactions. Results also show that motivation to learn mediate the relationship between pre-training attributes and trainees' reactions. Additionally, this study also found that pre-training attributes were far less useful when predicting results of training participation (namely acquisition of new knowledge and specific self-efficacy). Globally, these results invite researchers and practitioners to reconsider the relative value of trainees' reactions as a criteria to assess training effectiveness.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Human resource management*

*Training and development*

FR-P02-113

**A Systematic Mixed Study of Human Resource Empowerment Situation in an Iranian Public Organization: An Organizational Case Study**

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**Content: Purpose:** The first aim of this study is to compare the existence human resource empowerment level and the ideal human resource empowerment level. A second aim is to describe challenges and opportunities ahead of each of the two situations. **Design:** Data was collected in three steps. First, 220 of employees who were working in a large Iranian public organization were sampled to respond to scale on human resources empowerment. Second, 27 top managers and executives of the same organization using a semi-structured interview method were interviewed. Third, using a content analysis method all official documents sent by higher authorities and related to enhancing human resource empowerment programs was analyzed. **Result:** Obtained findings of the scales showed that there is a significant difference between the current and ideal empowerment levels of employees. Moreover, findings on interviews showed that most managers believed that the current empowerment level does not reflect the ideal level needed to reach organizational goals. In addition, content analysis revealed a significant gap between the current human resources empowerment programs in this organization and the ideal situation of human resources empowerment requested by higher authorities. **Research implication:** These findings give a clear view of the gap between the set goals and the current programs **Limitations:** Sampling from one public organization may limit the generalizability of the findings. **Originality:** Identifying challenges and opportunities ahead of the human resources empowerment in the current and ideal situations may encourage organizations to follow human resources empowerment policies more rigorously.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Human resource management**

**Training and development**

FR-P02-114

**Determinants of teachers' formal and informal learning**

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**Content:** Are our teachers able to keep up with changing insights and knowledge within their domain, are they ready for innovative didactical approaches and technological innovations? According to Dirk van Damme, The Head of the Centre for Educational Research and Innovation (CERI) of the OECD (2014) teachers in Europe do not show sufficient expertise to cope with these challenges. It is assumed that teachers' formal and informal learning leads towards a higher expertise in their works. Most of the rare studies looking into informal learning of teachers were performed in higher education and with low number of participants (e.g. van der Heijden, Boon, van der Klink, & Meijs, 2009; Van der Rijt *et al.*, 2012). In addition, age-related variables such as future time perspective, i.e. people's perception of the number of opportunities and limitations are ahead in their (working) life (Lang & Carstensen, 2002), career phases (e.g. Huberman, 1989; Sammons *et al.*, 2006), collegial network (Borgatti & Cross, 2003) and learning climate (Schneider, Ehrhart & Macey, 2013) seem to play a role in teachers' learning and were not taken into account. Next, researcher such as Williams (2003) and Richter *et al.* (2011) indicated that especially teachers in their mid-career phase are believed to learn more in an informal way, while early-career teachers prefer formal learning and teachers in later career are less interested in learning.

This study investigates the teachers' (in)formal learning. Questionnaires examine personal and contextual determinants of informal and formal learning, such as background characteristics, career phases, future time perspective, collegial network and learning climate, but also school subject of the teacher and socio-economic level of the school. Furthermore, interviews examine why these relations between the variables under study are found or lacking. A special focus will be placed on the characteristics of followed learning activities.

Questionnaire will be collected in November 2016, interviews in February 2017. Analyses will be done in March and findings will be available for the EAWOP Conference.

**Disclosure of Interest:** None Declared

**Keywords:** None

**AGENCY AS THE MAIN FACTOR OF ENGINEERING STUDENTS' PSYCHOLOGICAL READINESS TO INNOVATION ACTIVITY**

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**Content:** The term “agency” is used in philosophy and psychology, generally to refer to the ability of individuals to direct their conscious activity to achieving goals. Agency, as a behavioral concept, is an individual’s sense of what they can do and what they think they can do. A. Bandura defines agency as the ability to intentionally influence one’s functioning and the course of environmental events. M. Hewson determines agency as a condition of activity rather than passivity. It refers to the experience of acting, doing things, making things happen, exerting power, being a subject of events, or controlling things. This is an aspect of human experience. H.R. Markus and S. Kitayama prove that psychological processes' organization depends on the cultural and social specification of agency.

In Russian psychology the concept term of agency has synonyms: “subjectivity” and “subject activity”. Different aspects of agency (subjectivity) were considered by S.L. Rubinstein and his scientific school, K.A. Abulkhanova, A.V. Brushlinsky, A.N. Leontiev, D.A. Leontyev, E.A. Sergienko, V.N. Slobodchikov. General criteria of agency (subjectivity) are: self-development, readiness and capacity to use one's abilities, personal qualities, mental capabilities and skills to solve problems, conscious self-organization, initiative and responsibility in activity. Our study focuses on the problem of the engineering university student's agency in the context of their readiness to innovation professional activity.

Professionally important qualities of engineers for high-tech industries are determined. It is shown, that the engineering students' psychological readiness for innovations is ensured by the set of professional psychological qualities as well as agency formation. It is proven that students with the high level of agency are use their psychological resources to solve problems in their activity.

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**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Trust***

TH-P01-100

#### **An Identity-Based Exploration of Interpersonal Workplace Trust**

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#### **Content:**

##### **Purpose:**

Despite much research, a predominant integrated theory of interpersonal trust has yet to emerge. Although commonly grounded in social exchange theory, the bidirectional aspect of trust and its development over time is not well understood. In addition, the less rational affective aspects influencing trust development have received a smaller amount of research attention than the more rational cognitive mechanisms. This study proposes to address this research gap by examining: (1) the less rational affective aspects of interpersonal trust development; (2) the development of trust over time; and (3) the bidirectional aspect of trust within dyadic workplace relationships. Drawing on both moral emotion theory and moral identity theory, the study proposes that interpersonal trust behaviours are influenced by dispositional empathy and by the centrality of moral identity within the self-concept of each individual. Further, the study proposes that identity-based characteristics of organisational members in dyadic trust-based relationships influence dyadic trust development, drawing on theories of relational identity.

##### **Design/Methodology:**

The study will carry out a quantitative analysis of empirically validated self-report instruments. The level of analysis will be individual and interpersonal, within one or more organisations in Ireland. Data collection will take place in a minimum of four waves to allow change to be modelled overtime.

##### **Limitations:**

The self-report measurement approach will increase the risk of common method bias in the results. A longer time-frame of analysis could reveal other patterns of trust development.

##### **Research/Practical Implications:**

This research aims to deepen our understanding of effective trust-based workplace relationships.

##### **Originality/Value:**

To our knowledge, the inclusion of moral, emotional, and identity factors in this longitudinal examination of workplace trust provides an original approach to this research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Conflict in organizations***

### ***Trust***

TH-P01-101

#### **Perceived Prestige-Support Discrepancy and its Relation to Employee Cynicism**

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**Content: Purpose.** Previous research has provided ample evidence that the positive self-perceptions drawn by employees from organizational prestige and organizational support – considered independently – are beneficial for both individuals and companies, as they foster employees' organizational identification with their employer, which in turn leads to positive work outcomes. What remains less clear, however, is how employees react when perceived external prestige (PEP) and perceived organizational support (POS) are discrepant, that is, when employees receive conflicting information about the status they derive from organizational membership. The purpose of this research is thus to explore how employees respond to PEP-POS discrepancy. Guided by the literature on organizational cynicism and ambivalence, we argue that PEP-POS misalignment leads employees to experience organizational cynicism, especially when PEP is high and POS is low.

**Design/Methodology.** We conducted a series of three studies: a scenario experiment and two field studies of French employees.

**Results.** Regression-based and SEM mediated-moderation analyses provide converging evidence to our theoretical approach.

**Limitations.** Because our research design was cross-sectional, we were not able to capture attitudinal changes over time. Moreover, it remains to be tested whether our results generalize to other cultural settings.

**Research/Practical Implications.** We extend the nomological network of organizational cynicism, a widespread workplace phenomenon. We also respond to calls to examine various situations in which a high reputation may be both a benefit and a burden for an organization.

**Originality/Value.** We challenge the idea that employees' positive perceptions of organizational prestige are consistently beneficial for companies.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Labor market issues***

### ***Unemployment***

FR-P02-116

#### **Development of a theoretically driven employment assessment instrument for use with unemployed populations accessing the UK public employment service.**

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<sup>1</sup>Department for Work and Pensions, London, United Kingdom

#### **Content:** Study Purpose

Accurately determining unemployed individuals employment needs has been an ambition and challenge for psychological scientists and politicians. This study aimed to develop a self-report measure to enable individuals to focus on key employment questions that will support effective jobsearch and facilitate joint decision making and planning with Work Coaches who help individuals seeking employment. The questions were derived from research evidence about predictors of return to work, identification of psychological resources and subject matter experts.

#### **Design/Methodology**

Evidenced based item generation, focus group review and ranking then field testing with unemployed disabled people. Empirical research (opportunistic sample, N =275) to establish reliability and validity. Qualitative testing with Work Coaches and Disability Employment Adviser interviews (N = 5).

#### **Results**

A valid and reliable measure was developed consisting of five factors that reflect and summarise an out-of-work individuals employment situation in terms of their psychological resources and employment needs on one of three levels (no specific needs—capable of independent job search; some need—work coach assistance, high need—intensive/specialist support). Testing conducted alongside Work Coach and Disability Employment Adviser interviews indicated the measure is able to focus employment planning on key areas for individuals. Work Coach and Disability Employment Advisers feedback was that it would help save time and target resources on individuals who need more jobsearch help or access to specialist services in the public employment assistance system.

#### **Limitations**

Follow-up research to test key hypotheses now in planning stage.

#### **Research/Practical Implications**

Potential to accurately channel out-of-work individuals in terms of employment needs and provide narratives to inform employment action.

#### **Originality/Value**

Initial work indicates that a valid and reliable measure has been developed which can contribute to understanding individual's employment situation, on the basis of the resources that enable work return, and employment planning. Work Coach and Disability Employment Adviser feedback indicates the measure can focus discussion and save time. The wider value is in cost savings through better employment outcomes for individual jobseekers, reducing time on welfare benefits and making talent available to the labour market for employers.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Labor market issues**

**Unemployment**

FR-P02-117

**An quantitative investigation to explore the psychosocial traits that mediate reemployment in an Irish sample.**

J. Dixon\*

**Content:** This Irish study collected biographical data and self reported ratings of traits from 430 job seekers nationwide to explore what psychosocial constructs mediate the reemployment process. Using a quantitative (within participants) design; this study performed a regression analysis on 85 traits deemed in the literature to impact upon job seeking. The dependant variables consisted of measures of i) period of unemployment, ii) a job seeking self efficacy score, and, iii) a job seeking intensity score. Using stepwise regression analysis, the 8<sup>th</sup> model for prolonged unemployment ( $R = .362$ ,  $R^2 = .131$ ,  $adj. R^2 = .112$ ) revealed that environmental perception was the largest single negative factor and over all accounted for 13% of the period of unemployment. The 8 traits contained in the model for the job seeking self efficacy accounted for 27% of the variance ( $R = .518$ ,  $R^2 = .269$ ,  $adj. R^2 = .253$ ). The highest factor predicting job seeking self efficacy was courage / fearlessness. Job seeking intensity revealed 5 traits in the regression model ( $R = .465$ ,  $R^2 = .216$ ,  $adj. R^2 = .205$ ) which found openness to experience to be the highest scoring factor. Although the power of the models appeared low, when other known unemployment variables like gender, level of education etc. were added, the power of the more specific models began to rise considerably. Collectively, the findings present an interesting psychological profile of reemployment, and could benefit the content and objectives of current reemployment training programmes deployed by reemployment / guidance coaches to help reduce long term unemployment.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

SA-P01-115

## **Development of a questionnaire to measure Human Capital from employees' competencies**

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**Content:** Human capital was defined by Becker (1961) as skills, knowledge, or other intangible assets of employees that can be used to create economic value for organizations. Mostly, static measures such as education level, grades, tenure have been used to measure human capital. As such, we propose a scale to measure human capital from a competencies perspective. That is, to measure human capital of employees based on competencies they developed through their career. This study will validate the internal structure of the proposed scale using a sample composed of 166 Mexican employees. This scale consists of 43 items that describe teamwork abilities, assertiveness, empathy, self-study, and self-management among others. The Exploratory Factor Analysis supported the multidimensional and hierarchical model of the competencies of human capital questionnaires (CHCQ). To determine the number of dimensions of CHCQ, Minimum Average Partial (MAP) was conducted and results provided three dimensions that saturated in a second order factor (Schmid-Leiman solution, 1957): self-management (0,70), self-learning (0,53) and, teamwork and interpersonal skills (0,83). These three dimensions were also related to indicators of productivity, satisfaction, and perceived employability, hence providing criteria evidence for validity. The Competencies of Human Capital total score and subscale scores showed excellent internal consistency ( $.93 \leq \alpha \leq .95$ ). Overall, these findings provide evidence for a valid tool to measure human capital from a competencies perspective. As competencies can better demonstrate employees' competence than the common static measures (such as education level and tenure), the CHCQ can be a meaningful and key tool for measuring human capital.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Validity of tests***

SA-P01-038interactive

**Measurement equivalence of the Romanian 50- item IPIP Five-Factor model measure across high and low-stake settings**

G. Mihaela\*

**Content:** Five-factor model measures are widely used in selection as they yield predictive validity for a variety of work –related outcomes. Yet, measurement invariance across contexts of administration, gender, ethnic groups is not frequently examined. The present study investigates the factor structure equivalence of the Romanian version of the 50 –item Goldberg’s (2001) International Personality Item Pool Big-Five measure across high and low stakes contexts using exploratory structural equation modeling (ESEM) technique. The structure of the 50-item IPIP measure was examined in two different adult samples (total  $N= 478$ ). Our findings indicated adequate fit for the five-factor structure across high and low-stake testing situations. We discuss these findings and their implications for practice.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee Selection***

***Validity of tests***

SA-P01-114

**Confirming the Miller Work Ethic Factor Structure and examining the Short Form's relationship to the Big Five Personality factors.**

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**Content:** Purpose: This study sought to expand the construct validity evidence in support of Miller et al.'s (2002) Multidimensional Work Ethic Profile (MWEP). Additionally we examined a recently developed short form version of the MWEP and evaluated whether it relates to the big five personality factors in the same manner as the full version.

Design/Methodology: Confirmatory factor analysis was used on all measures and then correlations among the MWEP dimensions and the trait and facet level measures of personality were conducted.

Results: Confirmatory factor analysis confirmed the dimensional structure of all three measures. The short form had equal or stronger correlations with the Conscientiousness dimension and its facets.

Limitations: The data used in the current study included a homogenous sample of college enrolled students (most of whom were between the ages of 18 and 22) and are not representative of the much larger population for which the MWEP and MWEP-SF could be used.

Research/Practical Implications: We conclude that Meriac et al.'s (2013) MWEP-SF is a suitable alternative to the full MWEP, and we encourage both researchers and practitioners to use the short form measure when choosing between the two, especially when space for items is limited, when you want to maximize the response rate, or when administration time is limited.

Originality/Value: Previous research with the MWEP and personality only examined the dimensional level. This study adds an understanding of the characteristics of the short form and examined relationships with personality at a facet level.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee Selection***

***Validity of tests***

SA-P01-039interactive

**Examining the validity of the Personnel Reaction Blank (an integrity test) in Asia using a military sample**

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**Content:** Two studies conducted in a military setting in Asia are presented. The objective of the research was to examine the validity of the Personnel Reaction Blank in this context. The Personnel Reaction Blank (PRB) is an inventory designed to assess the conscientiousness and level of impulse control among individuals. The first study showed that individuals who were currently under correction for deviant behaviors differed substantiioally and statistically from non-deviant military personnel on the PRB. The second study showed that the PRB was signiificantly related to counter productive work behaviors. These studies provide further evidence of the generalizability of the valildity of the PRB in a different culture and military context.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

SA-P01-040interactive

## **Individual difference variables and the occurrence and effectiveness of faking behavior in interviews**

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### **Content: Purpose**

There is widespread fear that applicants can fake during selection interviews and that this impairs the quality of selection decisions. Furthermore, several theories assume that faking occurrence is influenced by personality and attitudes which together influence applicants' motivation to show faking behavior. However, for faking behavior to be effective, interviewees also need certain skills and abilities.

### **Design**

To investigate the impact of several relevant individual difference variables on faking behavior and faking effectiveness, we conducted two studies: In Study 1, we surveyed 228 individuals to assess personality, attitude towards faking, cognitive ability, self-reported faking behavior, and success in previous interviews, and in Study 2, we assessed cognitive ability, social skills, faking behavior, and interview performance in an interview simulation with 108 participants.

### **Results**

Taken together, personality as well as attitude towards faking influenced who shows faking behavior in an interview, but there was no evidence for the assumed moderating effect of cognitive ability or social skills on faking effectiveness. However, there was evidence for direct effects of cognitive ability on interview performance.

### **Limitations**

Study 1 is cross-sectional and Study 2 was conducted in a simulated setting.

### **Practical Implication**

Faking behavior in interviews does not seem to pose a great danger to selection decisions, because it is not significantly related to interview success.

### **Originality/Value**

We shed light on the underlying processes of faking to create a better understanding of this phenomenon. We tried to raise awareness that there is a difference between mere faking behavior and faking effectiveness.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee Selection***

### ***Validity of tests***

SA-P01-041interactive

## **Validation of the Becker's Integrity Situational Judgment Test to the Spanish Public Administration context.**

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### **Content:**

**Purpose:** With a view to recuperating citizenship confidence in the Public Administration, fair selection and evaluation methods are required, especially for managerial positions. Situational Judgment Tests (SJT) have shown valuable criterion and face validity, and low adverse impact. Thus, the adaptation and validation of the Becker's Integrity SJT to the Spanish Public Administration context will contribute to the development of a fair personnel selection and evaluation method.

**Design/Methodology:** In the first phase of the study, 16 items of the Becker's Integrity SJT were adapted to the Spanish Public Administration context. After that, items were reviewed by three researchers to ensure content validity. A total of 141 students completed the integrity SJT, and the Defining Issues Test (DIT) which measures socio-moral reasoning, for criterion validation.

**Results:** Significant statistical correlations were not found between partial and whole scores of SJT and the P-moral score in the DIT, nor differences in DIT moral stages were found as a function of response patterns in the SJT. This results have suggested us to carry out a new version of the integrity test.

**Limitations:** This is an ongoing research, and its second phase will involve a validation of the SJT by Spanish public managers that will take place between October and December of 2016.

**Research/Practical Implications:** This research will facilitate the implementation of a human resource system which ensures the promotion of the best public managers.

**Originality/Value:** This study will contribute to the development of a fair selection and evaluation method for public managers.

**Acknowledgements:** This research is funded by Ministerio de Economía y Competitividad and Fondos Sociales Europeos, Project Ref. PSI2013-44854R.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Conflict in organizations***

***Violence***

TH-P01-102

**MEANINGS ATTRIBUTED TO WORKPLACE VIOLENCE BY WORKERS FROM PUBLIC AND PRIVATE ORGANIZATIONS, ARGENTINA**

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**Content:** Purpose: To explore, comparatively, some of the perceptions that workers in public and private organizations have about workplace violence and the meanings attributed to it.

Methodology: The study is of qualitative nature. For this communication some of the findings from the qualitative analysis are presented. 26 semi-structured interviews with workers whose performance is in the public or private sector, with at least six (6) months of seniority in organizations of Buenos Aires City and Greater Buenos Aires, Argentina, were implemented. The analysis of the material is of content type.

Results: Results related to the category 'What is labor violence', which includes three subcategories: a) Authority's abuse; b) Abuse; c) Rights violations, are exposed and analyzed.

Limitations: The results are limited to the population under study and can't be generalized. No quantitative findings are presented in this communication.

Practical Implications: It presents the most significant meanings attributed to workplace violence by the population under study. It enables to draw explanatory comparisons between the public and private sector, thus contributing to the layout of specific interventions.

Value: It allows differentiating the perceiving and the attribution of meaning that best represents each sector of the local force from the perspective of its actors, as well as their common aspects and how to tackle the exercise of power abuse and right's infringements in the workplace.

**Disclosure of Interest:** None Declared

**Keywords:** None

**The relationship between cognitive control and the sense of presence in high- and low-immersion virtual environments**

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**Content:** *Purpose.* To study the role of cognitive control in the emergence of the sense of presence in virtual reality.

*Design.* Participants (N=39, 31 female, 20-27 years old, undergraduate students) completed a virtual scenario (collecting objects in a virtual maze) in a high-immersion (CAVE) and a low-immersion (display) environments (order counterbalanced). After that, the ITC-Sense-of-Presence-Inventory (Lessiter et al., 2001) with its dimensions Spatial Presence, Scenario Naturalness, Emotional Involvement, and Negative Effects was completed. Cognitive control tasks (random and predictable task switching, antisaccade task, Eriksen flanker task, Go-No Go task, n-back task, measures of post-error slowing) measuring the control dimensions of switching, inhibition, working memory updating, and error monitoring were also administered.

*Results.* Switching efficiency and error correction were found to suppress negative somatic effects of virtual reality exposure in both immersion conditions. Inhibition was found to be related to Spatial Presence (the sense of “being there”) and Scenario Naturalness in both immersion conditions. Working memory updating was negatively related to Spatial Presence and Scenario Naturalness in the high-immersion condition, and positively related to Emotional Involvement in the low-immersion condition. There are consistent effects of switching, error monitoring, and inhibition on the sense of presence. The influence of updating depends on the level of immersion.

*Limitations.* Sophisticated virtual scenarios with natural object interaction should be used to fully assess presence.

*Implications.* Cognitive control measurement may lead to better user selection for virtual environments.

*Value.* This is the first study to assess the relationship between cognitive control and the sense of presence.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Technology, work-design and human-machine-systems***

***Virtuality***

SA-P01-042interactive

**The prediction of virtual reality induced motion sickness resistance using eye tracking**

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**Content:** Prolonged exposure to moving images in virtual reality systems can cause virtual reality induced motion sickness (VIMS). The ability to VIMS resistance may be associated with the level of vestibular function development and therefore can be estimated using eye movements. The aim of the present research is to study oculomotor characteristics during the observation of moving virtual environments causing the VIMS effect. We supposed that people, who have a robust vestibular function as a result of their professional activity, are less susceptible towards VIMS compared with people who have no such professional abilities. Figure skaters, football players, wushu fighters and non-trained people were tested. The CAVE virtual reality system was used to initiate the VIMS effect. Three virtual scenes were constructed consisting of many bright balls moving as a whole around the observer. The scenes differed in the width of the visual field: all balls subtended 45°, 90° or 180°. The results showed more active eye movements for athletes compared to non-trained people — an increase in blink, fixation and saccade counts. The decrease in saccadic amplitudes was revealed for figure skaters. These characteristics were considered as individual indicators of the VIMS resistance of athletes. It was found the VIMS strength increased with increasing width of the visual field. Thus the effectiveness of combination of virtual reality and eye tracking technologies to test the VIMS effect was demonstrated.

This work was supported by grant RFH №16-06-00312

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Positive organizational behaviour***

### ***Well-being***

FR-P01-092

#### **Tick Tock - The Effects of the Clock Change on Occupational Well-being, Anticipation of the Next Working Day, Psychological Health and Sleep.**

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#### **Content: - Purpose**

The effects of the bi-annual clock change on self-reported measures of occupational well-being (engagement, burnout, workaholism and job satisfaction), anticipation of the next working day, sleep and psychological health was investigated through the transition to and from British Summer Time. The transitions are an example of acute circadian misalignment being created, named 'social jetlag' which has previously been linked to negative health outcomes such as an increased likelihood of depression and obesity. Many individuals fluctuate the timing and length of their sleep between free and work days, thus inducing social jetlag, yet the occupational impacts have not been previously investigated. It was hypothesised that as both of the clock changes were an example of acute circadian misalignment, they would result in significant detrimental impacts. Although it was anticipated that the spring transition, when an hour was lost, would have a larger negative effect than the autumn transition, when an hour was gained.

#### **- Design/Methodology**

An opportunity sample of 83 employees participated in both phases of the study. 8 online surveys were completed, 4 at each phase of the study; 1 before the clock change, with the other 3 being completed over the next 3 consecutive Mondays. In addition, a 16-day sleep diary was completed for each phase, beginning from the Sunday 1 week prior to the clock change, to the Monday 1 week after the clock change.

#### **- Results**

Workaholism and anticipation of the next working day increased becoming significantly more negative after the change, irrespective of season. Whereas sleep quality and total sleep time self-reported significantly increased after the transitions. No significant effect of the transitions was found for the psychological health measures or well-being indicators of engagement, burnout or job satisfaction.

#### **- Limitations**

The impact of social jetlag on occupational performance remains unexplored.

#### **- Research/Practical Implications**

The results imply that acute circadian misalignment may not be inconsequential for employees who may be frequently experiencing social jetlag, potentially contributing to feelings of the 'Monday blues'.

#### **- Originality/Value**

To the authors knowledge this is the first study to examine the impact of social jetlag on occupational well-being indicators, highlighting potentially important areas for future exploration and employee consideration.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Well-being*

FR-P01-028-interactive

**Will Taking Charge Energize or Deplete Proactive Actors?**

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**Content: Purpose:** Employee taking charge contributes to organizational effectiveness and development, yet very little is known about how taking charge affects employees' resources and their well-being. In this study, we draw on conservation of resources theory to propose a dual process model that depicts when and why taking charge improves and undermines well-being. Specifically, we propose two distinct processes by which taking charge affects well-being: a resource-creating process and a resource-consuming process.

**Methodology:** Data were collected from 385 full-time employees and their 90 supervisors of a chemical supply chain group corporation located in Southern China. The data were collected at three different points with a one-month interval for each wave.

**Results:** Our dyadic data have a nested structure, that is, subordinates (Level-1) are nested within the supervisor of a team (Level-2). We therefore used multilevel modeling, simultaneously incorporating both Level-1 and Level-2 variance. We find that only when employee role breadth self-efficacy is high, taking charge is positively related to vitality via organization-based self-esteem, referred to as a resource-creating process. Moreover, when employees' controlled motivation is high (low), taking charge is positively (negatively) associated with depletion via negative affect, referred to as a resource-consuming process.

**Limitations:** The generalizability of the findings to different work settings, organizations, industries, and cultures has yet to be established.

**Research Implication:** Applying a resource lens to understand the outcomes of taking charge, we demonstrate that engaging in taking charge could not only benefit the actors but also come at a cost for them.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Positive organizational behaviour**

### **Well-being**

FR-P01-094

#### **Happy women at work – factors that matter. Study in Polish companies.**

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**Content:** *Key words: work-life interface, well-being, life and job satisfaction, demographic characteristics*

#### **Purpose**

Data regularly published by the government on the situation of Polish labor market suggest that women are facing many challenges in the course of their careers. Therefore, the situation of women active in the labor market is worth analyzing. Thus, on the purpose of the study we chose several demographic characteristics of this group and examined their relationship with some psychological variables. We assumed that age, educational level, family situation will relate to psychological well-being, life and job satisfaction and orientation to happiness.

#### **Design/Methodology**

To test these assumptions we examined about 190 working women from Polish logistic and industrial trades. Participants of the study answered the paper-pencil experimental version of Sustainable Well-being at Work Questionnaire.

#### **Results**

Data gained during the study were statistically analyzed using parametric and non-parametric tests. Interesting results were obtained.

#### **Limitations**

Results of the study allowed to conclude about situation of women working longer than one year, at big organizations, perform white-collar office tasks.

#### **Practical Implications**

On the basis of examined dependences we can provide some guidance for the practice of diversity management in organizations. At the same time they could be useful for institutions which deal with professional activation of women especially in the context of work-life interface.

#### **Originality/Value**

Conclusions from the conducted study create a different image of women active in Polish labor market then the commonly functioning stereotypes.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

FR-P01-086

**The Role of Organizational Justice on the Well-Being of Lithuanian Immigrants in UK and Norway**

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**Content: Purpose:** Globalization and open borders in Europe has led to an increase in migration of the workforce between European countries. Yet there are relatively few studies examining the relationship between immigrants' experiences at work and their well-being. It is hypothesized that one of the important factors for immigrants' well-being is the extent how fairly they are treated at work. Thus, the purpose of this study was to examine the relationship between immigrants' organizational justice and well-being.

**Methodology:** 305 Lithuanian immigrants in Norway and UK (162 in Norway and 143 in UK) participated in this study and completed questionnaire about their perceptions of organizational justice (OJ, Colquitt, 2001) and subjective, social, and psychological well-being (MHC-SF, Keyes, 2009).

**Results:** In general, results showed that higher levels of procedural and informational justice predicted higher level of immigrant employees' well-being in both countries. Relations with other types of justice were contradictory.

**Limitations:** Only one nationality of immigrants was surveyed in this study, thus it is unknown whether these results can be generalized to other nationalities of immigrants in these countries.

**Implications:** Results highlight the importance of treating immigrant employees fairly at work, in particular, enacting appropriate decision making procedures and appropriately explaining those procedures to immigrant employees.

**Originality/Value:** This study adds to literature of immigrant well-being by showing that organizational justice is an important factor for their well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

FR-P01-029-interactive

**Are managers also 'crafting leaders'? The link between organizational rank autonomy and job crafting**

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**Content: Purpose.** Although research has examined the role leaders play in shaping job re-design behaviors among their subordinates, little is known about the way managers craft their jobs themselves. We expected that managers craft their work more often than regular employees (H1). Also, because managers experience greater autonomy at work, we tested to what extent the relationship between organizational rank and job crafting is mediated via perceived autonomy (H2). Additionally, we expected this relationship to be true especially for shorter organizational tenure (H3).

**Design/Methodology.** Two cross-sectional studies were conducted to verify our hypotheses. In Study 1 managers and non-managers filled in questionnaires measuring autonomy (Bakker, Demerouti, & Verbeke, 2004) and job crafting (Tims, Bakker, & Derks, 2012). In Study 2 we also asked about organizational tenure.

**Results.** Two studies demonstrated that managers craft their jobs more frequently than non-managers by increasing structural job resources and seeking challenges at work, and these relationships are mediated via increased autonomy. Study 2 additionally showed that managers with shorter tenure use their autonomy to craft their jobs via decreasing job demands.

**Limitations.** These studies are cross-sectional, which raises concerns about common-method bias.

**Research/Practical Implications.** Managers differ from non-managers in that they choose proactive ways of job crafting more frequently. What allows for it is increased autonomy resulting from higher organizational rank. However, managers with shorter experience choose avoidance-oriented strategies, i.e. reducing hindering job demands.

**Originality/Value.** To our knowledge, these studies are the first to demonstrate the forms and mechanism by which managers craft their jobs.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

FR-P01-093

**Work Stressors and Safety Behaviours in Macau: The Mediating Role of Psychological Strain**

C. Wong\*, A. Chan

**Content: Purpose**

The present study investigated the relationships between work stressors, psychological strain and safety behaviours. The mediating role of psychological strain between work stressors and safety behaviours was also examined.

**Design/Methodology**

Three hundred and thirty five employees in Macau completed a self-reporting questionnaire measuring workload, organisational constraints, lack of work control, psychological strain, and safety compliance and participation.

**Results**

The results showed that workload, organisational constraints, lack of work control and psychological strain were negatively related to both safety compliance and participation. In addition, psychological strain could mediate the effects of all stressors on both types of safety behaviours

**Limitations**

This study was a cross-sectional study, and causal relationships between observed variables could not be concluded.

**Research/Practical Implications**

Organisations should introduce different programmes and practices to help employees for tackling workplace stress. This can enhance their psychological well-being, which in turn may also initiate more safety behaviours at work. These behaviours are definitely important for cultivating a safety environment in the workplace.

**Originality/Value**

It is further confirmed that psychological strain was a mediator of the relationships between work stressors and safety behaviours in the Chinese context.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

FR-P01-097

**Quality of working life: elusive or illusive ?**

**A perceived quality of working life scale development.**

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**Content:** The study aims at understanding the methodological issues relevant to the measurement of quality of working life (QWL). Currently existing attempts to quantify QWL fall into two categories: 1) seeing QWL in terms of needs satisfaction in the workplace (Martel & Dupuy, 2006; Sirgy et al., 2001) ; 2) referring to either QWL antecedents outcomes (e.g., Ellis & Pompili, 2002; Royuela et al., 2009). To offer a simple measurement tool, we speculate that QWL, like other workplace-relevant attitudes can be conceived as a general evaluation of one's workplace context (Ajzen, 2001; Fazio & Olson, 2007; Ng & Feldman, 2010).

We produced a pool of 55 items grouped into three sub-factors (affective, cognitive and conative dimensions of attitude) with respect to three potential targets (job, organisation and job-relevant relationships). The items were further appraised by a group of experts (6 psychologists) and pre-tested on a lay sample (n = 20). Reworded items as well as scales relevant to both QWL hypothesised antecedents and outcomes were included into a survey (n = 220). Data were processed in SPSS 19.0 and LISREL 8.80.

A one-factor 9-items scale of perceived QWL were thus validated with good psychometric properties ( $\chi^2/df = 75.18/55$ ; SRMR = .025; RMSEA = .041; CFI = 1.00). Beyond good reliability, construct, divergent and discriminant validity, it also showed a good concurrent validity. The perceived QWL scale predicts turnover intention even better than SWLSW (Satisfaction with Life Scale at Work (Fouquereau & Rioux, 2002).

The scale design and implementation are discussed as well as the remaining methodological limits.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

FR-P01-096

**Supporting women at work as they age: Assessing the menopause, work and personal resources on stress levels and work performance**

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**Content: Purpose**

The lower focus on the occupational safety and health issues in respect of ‘women’s work’ is constant despite women being a key component of the workplace throughout their working lives. This is especially in respect of their experience of the menopause and the impact this might have on work relevant outcomes. It is essential to explore the extent to which the support offered to menopausal women who work matches what they need to help them manage the biological and psychological changes of the menopause.

**Design/Methodology**

The design was cross-sectional, with the data collected using an online survey. The respondents completed work and personal characteristic measures, along with demographic information. Correlation and regression analyses facilitated an understanding of the relationships and interdependence of the factors.

**Results**

Work climate, dispositional optimism and support were predictors of performance and job satisfaction. Skill discretion, self-efficacy and social support were less likely to influence significantly anxiety, depression and stress.

**Limitations**

The study focuses on menopausal women limiting its applicability to other groups and populations.

**Research/Practical Implications**

The research adds to an understanding of those factors that contribute to the adverse health outcomes of the menopause and considers one of women’s life experiences that occur as part of their life course.

**Originality/Value**

The research on working menopausal women is sparse. Women will continue to contribute to the labour market as they age, and during this time, could experience the menopause. This research provides greater awareness of how to support women more effectively throughout the menopause.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

FR-P01-095

**Job crafting and employees' wellbeing in Brazil: The mediating role of meaningful work**

S. Carvalho da Costa, L. Sovet\*

**Content:** *Purpose:* The aim of our contribution was to examine the mediating role of meaningful work on the relationship between job crafting and employees' wellbeing. Job satisfaction, turnover intentions, and work engagement were used as indicators of work-related wellbeing.

*Design/Methodology:* A questionnaire was completed online by a sample of 179 Brazilian workers from public and private sectors.

*Results:* Increasing structural job resources and challenging demands were most important dimensions of job crafting that related to meaning of work. Both variables were positively associated with job satisfaction, work engagement, and intentions to stay. Results showed also that large effects of job crafting on these work-related wellbeing indicators were mediated by meaningful work.

*Limitations:* From an organizational point of view, perceived levels of both job demands and resources and types of organizational structures could moderate employees' behaviors and attitudes toward job crafting.

*Research/Practical Implications:* Job crafting and meaning of work offer significant benefits for both employees and employers. As emerging concepts in the field of organizational psychology, further studies are needed to understand their antecedents and their consequences as well as the way to foster these critical psychological resources among employees.

*Originality/Value:* Regarding the ongoing changes in work organization, marked job insecurity and flexibility, understanding job crafting and meaning of work represents interesting perspectives for both researchers and practitioners. This study pointed out the role of meaningful work as a key resource on employees' wellbeing.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Positive organizational behaviour***

### ***Well-being***

FR-P01-030-interactive

**What influence employees well-being? -Transformational leadership behavior and affective commitment as predictors for well-being.**

B. Haiduk\*

#### **Content:** Purpose

Drawing on leadership theory, a majority of leadership types show an influence on organizational outcomes. Prior research points to a relationship between well-being at the workplace and leadership behavior. Within this research, transformational leadership, transactional leadership, laissez faire, authentic leadership behavior as well as affective commitment are examined as predictors for well-being.

#### Design/Methodology

This study was carried out in a Germany-based industrial organization. 249 employees of the plant production company participated in a survey.

#### Results

Results indicated that transformational leadership and affective commitment predict well-being. Workplace well-being is predicted by two leadership styles: transformational and authentic leadership as well as affective commitment and age.

#### Limitations

Because of the single measurement, common method bias cannot be excluded. Recorded data is based on subjective ratings by employees. It is suggested to enhance this measurement with objective measurements in the future.

#### Research/Practical Implications

The current study suggests an influence of transformational leadership on well-being and shows the meaning of affective commitment on well-being. For leaders and human resource departments, these findings implicate the importance of transformational leadership behavior as well as the importance of affective commitment.

#### Originality/Value

This study supports the influence of transformational leadership in comparison to other leadership styles on well-being and identifies affective commitment as an important predictor in the context of well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

FR-P01-090

**The Mediated role of Passion for Work in the relationships between Work-Family Enrichment, Work Overload and Wellbeing**

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**Content:** Based on the Dualistic Model of Passion, the Job Demands-Resources Model, the Work-Family Enrichment Model and the Social Exchange Theory, the objective of this study was to investigate the relationships of two contextual resources of work (work-family enrichment and work overload) and one personal resource (passion for work) on the occupational wellbeing of Brazilian physicians, as well as the mediating role of the passion for work in these relationships. The sample was composed of 284 participants. They were male and female (52.1%), between 24 and 69 years of age ( $M = 36.34$ ;  $SD = 10.55$ ). The results of the structural equations modeling appointed that the work-family enrichment and the passion for work positively predictive the physicians' occupational wellbeing, while the work overload negatively predicted the physicians' occupational wellbeing. In addition, the passion for work partially mediated the relationships of the work-family enrichment and the work overload with the physicians' wellbeing. This study came with some limitations, such as the cross-sectional nature of the research. Another limitation refers to difficulties to generalize the results, as the sample was relatively small and mostly came from a single Brazilian state, i.e. Rio de Janeiro. Suggestions are made concerning to intervention strategies with possibilities to enhance the wellbeing in this class of workers. The implementation of such measures can contribute not only to enhance the wellbeing at work of the physicians, but also of their relatives and clients.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

FR-P01-089

**Trajectories of well-being and proactive work behaviour in older employees**

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**Content: Purpose**

Maintaining proactive work behaviour in older workers is presumed to be important not only for organisations, but also for individual well-being and flourishing. This study examines the relationship between older workers' well-being and their proactive behaviour at work across time. Using Conservation of Resources theory as a framework, we expect that well-being and proactive behaviour will be reciprocally related. We further expect that older workers' sources of work motivation (e.g., growth, generativity) will influence their well-being and proactive behaviour trajectories.

**Design/Methodology**

A sample of 1,033 Australian workers aged 45 years and older completed three surveys measuring their well-being and proactive work behaviour over a six-month period.

**Results**

Latent growth curve analysis was conducted in Mplus. Initial well-being positively predicted the trajectory of proactive behaviour. However there was no evidence of reverse causation (initial levels of proactive behaviour did not predict the development of well-being). Growth motivation predicted older workers' well-being trajectory, but not that of proactive work behaviour.

**Limitations**

With only three waves of data it was not possible to test alternative trajectories (e.g., quadratic). We relied on self-report measures.

**Research/Practical Implications**

Our results imply that well-being can increase older workers' proactive behaviour, but contrary to assumptions in the proactivity literature, proactivity does not improve their well-being. Work motivation, however, can increase the rate of improvement in well-being.

**Originality/Value**

We link trajectories of well-being and proactive behaviour in older workers with work motivation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

FR-P01-032-interactive

**Psychological Flexibility as a Moderator of the Relationships of Demands and Resources at Work with Job Well-Being**

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**Content:** Purpose: The study aimed at identifying the relationships of work demands (workload) and resources (social support and autonomy) with subjective well-being at work (job satisfaction, positive affect, negative affect), as well as the moderating role of a personal resource (psychological flexibility at work) in those relationships.

Design/Methodology: The sample consisted of 4,867 Brazilian workers of both sexes, aged 18-67. Participants answered to self-report questionnaires designed to measure all the variables that took part on the investigation. Data were analyzed through structural equation modeling.

Results: Work overload was negatively related to job satisfaction and positively related to negative affect; autonomy was positively associated to job satisfaction, positive affect and negative affect; social support was positively related to job satisfaction and positive affect and negatively related to negative affect; psychological flexibility at work moderated the relationships of workload with job satisfaction and negative affect; the relationships of autonomy with positive affect and the relationships of social support with negative affect.

Limitations: Data were collected with self-report instruments and from one only source. Therefore, common method variance may have overestimated the correlations between the variables of the study.

Research/Practical Implications: The adoption of psychological flexibility as a personal resource extends the empirical findings in the context of the Demands-Resources Model. Organizations should pay attention to the indexes of psychological flexibility of their employees and offer trainings in order to improve this personal resource when necessary.

Originality/Value: The test of the assumptions of the Demands-Resources Model in a Brazilian sample.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

FR-P01-031-interactive

**Perfectionism and Life Satisfaction: A Meta-Analysis**

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**Content:**

**Purpose**

The purpose of this study was to meta-analytically investigate relations between Perfectionism, its two major components and life satisfaction using meta-analysis. We hypothesized that the Perfectionistic Strivings component and its measures would have small positive correlations with life satisfaction; while the Perfectionistic Concerns component and its measures would have moderate to large negative correlations with life satisfaction.

**Design/Methodology**

Meta-analyses were conducted using psychometric meta-analytic procedures of Schmidt and Hunter (2014). Unreliability in measures were corrected for using artifact distributions. Overall, nine independent samples were included in the present analyses.

**Results**

Overall, results indicate that overall Perfectionism had small negative correlation with life satisfaction. As hypothesized, Perfectionistic Strivings and its measures had small positive correlations to life satisfaction; however, Perfectionistic Concerns and its measures (Discrepancy and Socially-prescribed) had large negative correlations with life satisfaction.

**Limitations**

There were relative small number of studies available for each subscale with life satisfaction and there were no data available on the relations between several other Perfectionism measures (Doubts about actions, Concern over mistakes, Organization, Parental criticism and expectation) and life satisfaction.

**Research/Practical Implications**

Research on interventions improve life satisfaction among individuals with high levels of Perfectionistic Concerns may be needed.

**Originality/Value**

This is the first meta-analysis of the relations between Perfectionism and its components' relations with life satisfaction. It sheds some light to the dark side of Perfectionism and its potentially detrimental relation to life satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

FR-P01-098

**A study on relation between well being at workplace, character strength and irrational beliefs**

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**Content:** *“Happiness is someone to love, something to do, something to look forward to”.*

**-Rita Mae Brown**

The science behind understanding the idea of happiness rather wellbeing to capture a more expansive sense of a thriving and flourishing individual. Indicates, a more or less similar dictum. While the PERMAH model provides multidimensional view namely, presence of positive emotion, ability to experience ‘flow’, a reassuring sense of belongingness, a meaning attached to experiences and tangible and intangible sense of acknowledgement of one’s contributory efforts. The model proposed by Seligman determines, wellbeing in a flourishing individual. The model can as well be juxtaposed to investigate wellbeing in the context of workplace with an addition of ‘health’ parameter. Considering the impact of stress and strain on health, this could function as a moderator for other component to affect wellbeing.

The next construct that the study brings into purview is from the school of Rational Emotive Behaviour therapy, that prescribes to rational beliefs as flexible, logical, empirical and pragmatically operating belief system that percolates into, functional emotions and adaptive behaviours that the authors suggest as mediating the pathway to wellbeing.

The last construct is another extension of Seligman’s work, character strengths and virtues. Defined as the ‘manual of sanities’ with the prospect that individuals utilizing their top five character strengths also called signature strengths, are already functioning in a flourishing paradigm.

The current paper attempts to quantitatively discover the probable relationships between the constructs described above among young adults. With a guiding assumption that an individual utilizing their top signature strengths, would experience flow, regulate emotions adaptively and therefore experience enhanced well being in their work place.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Well-being*

FR-P01-088

### **Measuring Psychological Capital: Construction and Validation of the Compound PsyCap Scale (CPC-12)**

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#### **Content: Purpose**

With the Psychological Capital Questionnaire (PCQ) being the standard measure to assess psychological capital (PsyCap) in the context of organizations, this paper aims to broaden this domain-specific approach by introducing a measure with universal claim.

#### **Design/Methodology**

Two studies were conducted to create and validate a German self-report scale (CPC-12) measuring PsyCap. We performed confirmatory factor analyses and correlations with other positive psychological constructs on the data of two German samples ( $N_1 = 321$ ;  $N_2 = 202$ ).

#### **Results**

The CPC-12 fits the proposed model of PsyCap. The four subscales hope, optimism, resilience, and self-efficacy are identifiable as subcomponents of the overall measure while the higher-order factor can incrementally explain additional variance in the data. The moderate to high correlations to other work-related and more general constructs of positive psychology are comparable to previous research on PsyCap and speak for the external validity of the CPC-12.

#### **Limitations**

All participants were recruited online, which entails that findings may not generalize to people not using the internet or social networks. The use of a nonprobability sample in this study raises further concerns about generalizability.

#### **Research/Practical Implications**

To achieve these desirable outcomes, future research should address the implementation of interventions that increase PsyCap. Although PsyCap is open to development and has already been proven to be alterable through intervention, organizations to date still fail to increase their efforts to enhance this underemphasized positive core construct.

#### **Originality/Value**

With the CPC-12 we provide a reliable tool to measure those individual PsyCap scores in many domains of life.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

FR-P01-087

**The moderating role of perceived organizational support in the relationship between personality traits and psychological flourishing at work**

J. Julie\*

**Content:** Psychological flourishing is a more inclusive conception of well-being. It can be described as the desirable state whereby both hedonist and eudaemonist components of well-being are simultaneously present within an individual (Huppert & So, 2013). This concept offers new prospects on the understanding of person's positive feelings and functioning (Diener et al., 2010; Hone et al., 2014). Several variables could explain how individuals flourish in general ways but also at a professional level. Among these variables, recent studies showed that personality traits were important predictors of both general and work-contextualized psychological flourishing (Jovenin et al., 2016; Villieux et al., 2016). However, perceived organizational support seems to have also beneficial direct effects on various aspects of well-being at work (Eisenberger et al., 1997).

A questionnaire assessing personality traits (HEXACO model; Ashton & Lee, 2004), perceived organizational support and psychological flourishing at work was completed by a sample of 138 French employees.

Correlation analysis indicated that Honesty-Humility, Extraversion and Conscientiousness had the highest positive correlation with psychological flourishing at work, whereas perceived organizational support was moderately related. Results also indicated that perceived organizational support moderates the relationship between extraversion and psychological flourishing at work.

These results suggested that both individual and organizational characteristics may influence work-contextualized psychology flourishing. Therefore, wellbeing-centered interventions should focus on these two aspects in order to increase their effectiveness on employees. Benefits of fostering flourishing at work were discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Positive organizational behaviour***

***Well-being***

FR-P01-084

**Verification of Peter Warr's vitamin model of well-being at work**

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**Content:** Purpose: presented study concerns to verification of vitamin well-being model of employee by Peter Warr (1987, 2010). This model assumes that the employee make a subjective assessment of the twelve dimensions of the work resulting in well-being feeling at a certain level. The dimensions of the work has been divided according to the model into two groups. The first group: when characteristics are assessed as too low and too high they reduce well-being. The second group are the features desired by the employee at the highest level, and their effect is high well-being.

Methodology: research was carried out in the organization of the automotive industry (N=253). Questionnaire "Vitamin TAW" created on the basis of Warr's model (Borkowska, Czerw, 2015) was used to assess the characteristics of the work. Well-being was diagnosed by Satisfaction with Work Scale (Bajcar, and others, 2011).

Results: the analysis confirmed the main assumption of vitamin well-being model. The level of well-being of employee declined the more the farther from the "optimal center" evaluation of the work features from the first group were located. In contrast, the higher the subjects evaluated the characteristics of the second group, the higher was the level of well-being. In addition, it turned out that the characteristics from first group are more strongly associated with well-being than the characteristics from second group. However, if you take into account the weights of work characteristics a second group turned out to be more closely associated with the well-being

Limitation: small group, mostly men

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

FR-P01-027-interactive

**An outcome measure of quality of life in adults with autism**

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**Content: Purpose:**

This study examined whether it is possible to create an autism specific measure of quality of life. It attempted to discover the most important factors associated with quality of life according to the autistic population, and how satisfaction with these factors could be increased.

**Design/Methodology:**

A correlational design was used to examine which are the most important factors associated with quality of life, and how satisfied participants were with these factors. Data were analysed using Wilcoxon Signed Rank Test and Spearman's Correlation Coefficient. 15 autistic adults completed a quality of life questionnaire before and after a quality of life intervention. The test dates were a month apart. In addition the quality of life measure was also used to validate the intervention.

**Results:**

The most important quality of life factors were level of support received and family life. The factors with the biggest disparity between importance and satisfaction were engagement in activities, control over activities and living environment. This information meant that a targeted quality of life intervention could take place.

**Limitations:**

The study used a small opportunity sample and not all participants answered all questions. Responses could have been biased because participants may have wanted to portray themselves in a positive light for their care workers. The measurement points were only one month apart.

**Research/Practical Implications:**

This study has demonstrated the possibility that an autism specific quality of life measure can be created. It also demonstrated that it is possible to identify which areas are lacking in satisfaction. From the data gathered, an intervention can be implemented to increase quality of life.

**Originality/Value:**

This research is original because it uses autistic adults as participants, not relatives or care workers. It is valuable because it has created an autism specific quality of life measure.

**Disclosure of Interest:**

None declared

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Well-being**

FR-P01-085

**Let my people... craft! What sort of organizational culture promotes job crafting?**

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**Content: Purpose.** Although research has examined several individual and environmental factors that may have an influence on job re-design behaviors among employees, little is known about the way organizational culture affects job crafting attempts undertaken by individuals. We expected that organizational culture focused on growth, advancement and gains (promotion-oriented) would promote approach-oriented job crafting behaviors (H1), whereas organizational culture focused on non-losses, security and maintenance (prevention-oriented) would not relate to job crafting. We expected that the link between promotion and job crafting is mediated via increased work autonomy (H2) since promotion is linked with preference for lower network density, which would result in higher workers independence.

**Design/Methodology.** In our study 280 participants from various organizations filled in questionnaires measuring regulatory focus of the organizational culture (Roczniowska, Retowski, Brockner, & Higgins, 2016), autonomy (Bakker, Demerouti, & Verbeke, 2004), and job crafting behaviours (Tims, Bakker, & Derks, 2012).

**Results.** The results of the mediation analysis confirmed the mediating role of autonomy in the relation between the promotion of organizational culture and job crafting in the form of increasing structural job resources and seeking job challenges.

**Limitations.** The study is cross-sectional; hence, the causality inferences should be made with caution.

**Research/Practical Implications.** Organizational culture regulates the kind of behaviours that are desirable and permitted in the workplace. Promotion fosters seeking resources and challenges as means of altering one's job. Practitioners should consider this when introducing job crafting interventions at work.

**Originality/Value.** The study introduces a new level of looking at antecedents of job crafting, i.e. variables relating to organizational culture or climate.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Well-being***

FR-P01-026-interactive

**Type A Behavior and Stress, Strain, and Job Satisfaction: A Meta-Analysis**

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**Content:**

**Purpose**

The purpose of this study was to examine relations of Type A behavior (TAB), and its two sub-dimensions (Impatience/Irritability (I/I) and Achievement Striving (AS)) with stress, strain, and job satisfaction using meta-analysis. We hypothesized that global TAB would have small positive relations with all criteria. Furthermore, we expected that I/I would be positively related to both stress and strain, and negatively related to job satisfaction, whereas AS would mirror opposite relations.

**Design/Methodology**

Psychometric meta-analyses were conducted following the procedures of Hunter and Schmidt (2004). Overall, 18 studies reported relations between TAB and stress, 16 for strain, and 17 studies for job satisfaction.

**Results**

Overall, global measures of TAB had moderate positive correlations with both stress and strain, which were somewhat larger than hypothesized. As hypothesized, I/I displayed generalizable strong positive relation to stress and a moderate positive correlation to strain. AS had small positive correlations with stress and strain which were not generalizable. Relationships for job satisfaction were moderate negative for I/I and moderate positive for AS.

**Limitations**

Results indicated that there was considerable variability in the relations associated with the I/I sub-dimension. However, due to the relatively limited number of studies examined, it was difficult to determine the major source(s) of this variability.

**Research/Practical Implications**

Findings illustrate the importance of conceptualizing TAB as a multidimensional syndrome, and operationalizing it accordingly through the use of component subscales.

**Originality/Value**

The study is the first meta-analysis of the relations between TAB and its components' relations with stress, strain, and job satisfaction.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Technology, work-design and human-machine-systems*

*Work analysis and evaluation*

SA-P01-118

**Organizational-level occupational health interventions during the digital transformation of industry: A qualitative interview study**

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**Content: Purpose.** The ongoing digitization of industry is assumed to be accompanied by a fundamental transformation of employees' working conditions. This development poses a great challenge for occupational health and safety practice. From a work design perspective, new methods and processes to assess psychosocial risk factors at work and to implement organizational-level occupational health interventions might be needed. The aim of this study is to explore necessary developments of current methods with special focus on the process of planning and implementing organizational-level occupational health interventions.

**Methodology.** Thirty-eight semi-structured interviews were conducted with experts in the field of occupational health and safety.

**Results.** Preliminary results enable a detailed picture on necessary criteria for successful organizational-level occupational health interventions that are associated with changing working conditions.

**Limitations and Implications.** The qualitative approach of our study may limit generalizability of results as we rely on a relatively small sample. Future research should test our recommendations for organizational-level occupational health interventions within a large scale assessment to enable more general conclusions of results.

**Originality.** This study sets the focus on the relationship between working conditions and mental health against the background of changing work environments due to the digitization of industry. It provides new insights for conducting organizational-level occupational health interventions by integrating findings from work design with the practical perspective of occupational health and safety at future work places.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Technology, work-design and human-machine-systems*

*Work analysis and evaluation*

SA-P01-117

**Anticipating Enterprise Social Network (ESN) use from situated professional practices observation**

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**Content:** Acceptance model and user experience approaches aim to put emphasis on condition of use intention and user interface's reaction respectively. Even if they study use conditions, they don't consider neither use in his natural condition nor his real context of use (Bobillier-Chaumon, 2013). Moreover, situated and future acceptance is possible if people really anticipate use of the ESN from their professional and historical practices. Based on the basic structure of human activity (Engeström, 1987) we hypothesized that professional activity context, subject in situation, collective in situation and work trajectory are the four factors which help to understand the way people, who don't have specific knowledge regarding ENS, can build an anticipated use.

**Design/methodology:** We built a methodology proceeding by triangulation (situated observations, collective interviews, scenarios). The goal was to evaluate the anticipation of ENS use of nine employees and two managers in a french railways company.

**Results:** Our results reveal that ESN use is not yet built. At the moment, the ESN doesn't fit neither professional projects nor professional activity for this professional category. More specifically, the ESN would have been a key constraint for culture and collective professional history.

**Limitations:** We should expand our sample in the company to and compare results between several professional categories.

**Research/practical implications:** Studying anticipating use could help to get closer to the professional needs.

**Originality/value:** The value of this study can be found in specific analysis framework to envisage new technological acceptance analysis.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Developing Perceptions of Person-Environment Fit: Exploring the Role of Affective, Cognitive and Behavioral Triggers Using a Weekly Diary Study**

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**Content: Purpose** – Based on Affective Events (Weiss & Cropanzano, 1996), Sense Making (Louis, 1980), and Self-Perception Theory (Bem, 1967), we propose that three types of triggers (i.e., affective, cognitive, and behavioural experiences) play a significant role in the formation process of employees' perceptions of person-environment fit. We therefore examine whether people's level of perceived fit fluctuates over time as a function of weekly affect, self-appraised task performance, psychological contract (PC) breach, and organizational citizenship behaviours (OCB).

**Design/methodology** – We followed 161 participants in a multi-wave (i.e., 12 weekly measures) study design and explore concurrent as well as lagged effects.

**Results** – Findings indicate that employees' weekly levels of value fit, demands-abilities fit and needs-supplies fit are strongly influenced by affective, cognitive and behavioural factors within the same time interval. However, none of the lagged models proved to be significant.

**Limitations** – Concurrent effects may be influenced by the self-reported nature of the variables.

**Research/Practical Implications** – This study's results opens up new avenues for further within-person research to get insight in what factors relate to people's psychological experience of fit beyond the mere interplay between personal and environment characteristics.

**Originality/value** – This study is the first to link various types of antecedents to intra-individual fluctuations in fit, which adds to the literature by giving insight into the black box of perceived fit.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

TH-P01-106

**Express assessment of the personal meaning of professional work**

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**Content:** Whether one's professional work is perceived as job, career, or calling, makes a big difference (Bellah a.o., 1985; Baumeister, 1991). We have quantified the simple procedure of choosing one of the three words to label one's work (Wrzesniewsky a.o., 1997), asking the respondents to estimate in percent, to which degree their work may be called career, calling, or mere job. We did not care whether the sum made exactly 100% but used data normalization. This simple procedure called Meaning of Professional Activity (MPA) has been used in a number of studies on samples of university students and working professionals parallel to measures of well-being, motivation, job satisfaction, flow, grit, self-efficacy etc. The data of these studies will be presented at full length. To sum up, MPA as calling score turned out to be consistently positively associated with most variables related to well-being and personality resources. MPA as career score reveals no consistent significant associations with other variables, probably because it suggests personality noninvolvement, and MPA as job score reveals few significant negative associations with well-being variables. We may conclude that MPA procedure that takes hardly more than two minutes may provide a rather reliable general estimation of one's well-being in the domain of professional work.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Person-organization value congruence and creativity**

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**Content:** - · **Purpose**

The aim of this paper is to provide in-depth insight into how person-organization value congruence impacts individual creativity. Most of the research only examine how cultural values are related to creativity. Also, there are only a few empirically research that provide evidence that value congruence indeed can lead to positive outcomes in work environment such as job satisfaction or can promote extra-role behaviors linked to positive employee attitudes. Taking all together, we take a step forward by proposing that value congruence can have positive impact on creative work outcome.

**Design/Methodology**

We conducted a field study on working professionals (n=383) and conducted polynomial regression analyses in order to test our hypothesis.

- · **Results**

As hypothesized, congruence between personal and organizational values is positively related to creativity. Furthermore, the response surface analyses reveled the degree of discrepancy, direction and agreement of personal and organizational values on creativity.

- · **Limitations**

Our data was self-reported; therefore, there are potential problems regarding the reliability of the results and common-method bias.

- · **Research/Practical Implications**

Our results have important theoretical and conceptual implications for research on creativity. Our research shows that values can promote creative behavior at work, special when employee's values are in line with his or her perceptions of the organizational values. These findings offer practical guidelines on how managers can stimulate creativity by promoting meaningful values for employees at work.

- · **Originality/Value**

This is the first study that examines the role of how person-organization value congruence impacts individual creativity.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Emotion in the workplace**

**Work attitudes and values**

TH-P01-108

**Bored at work...What can I do? Exploring job boredom and employees' activities**

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**Content:** Job boredom in an unpleasant state derived from under stimulated context (e.g., routine and low autonomy). Since it is an unpleasant and unsatisfactory state, bored individuals tend to seek and engage in more satisfying activity. This study aims to explore the mediation role of job boredom between routine and autonomy and employees' personal (i.e., doing personal stuff during work hours) and extra role activities (i.e., helping co-workers).

We conducted a cross-sectional study with workers from different organizations in Puerto Rico (n= 368; 61% women). We used partial least squares structural equation model with *WarpPLS* to test the mediation role of job boredom between job characteristics (routine and autonomy) and employees' activities.

Result of the mediation model shows that routine ( $\beta = .29, p < .01, f^2 = .12, IC 95\% [.05, .20]$ ) and autonomy ( $\beta = -.38, p < .01, f^2 = .20, IC 95\% [.11, .30]$ ) significantly predicts job boredom, explaining 28% of the variance. Job boredom significantly predicts employees' personal activities ( $\beta = .48, p < .01, f^2 = .29, IC 95\% [.18, .43]$ ) and extra role activities ( $\beta = .63, p < .01, f^2 = .61, IC 95\% [.43, .84]$ ). Indirect effect of routine and autonomy on personal and extra role activities through job boredom were statistical significant. Job boredom explains 23% of the variance of personal activities and 39% of the extra role activities.

This is a cross-sectional study with a convenience sample.

When people experience more boredom, they tend to perform other activities.

This study contributes to research on boredom providing understanding of the experience itself and its positive and negative consequences.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

TH-P01-032-interactive

**The effect of organizational cynicism on coworker exchange relationships**

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**Content:**

**Purpose.** Organizational cynicism manifests in a negative attitude, negative affect, as well as in a tendency by employees toward disparaging behavior against their organization and is usually associated with negative outcomes. The behavioral component of organizational cynicism however might also have beneficial effects for employee relationships. Coworkers who observe a colleague's cynical remarks against their organization might interpret it as a call for help and when they offer their support in turn, the exchange relationship between the coworkers could be strengthened. We expect this effect to be non-linear, as when a person constantly shows very high levels of cynicism, coworkers might start to avoid them and positive effects could be diminished.

**Design/Methodology.** We surveyed a representative sample of the Swiss working population (N=1076), based on the sample register of the Swiss Federal Statistical Office. We collected data over two measurement points, 3 months apart.

**Results.** Data analysis is currently ongoing. We plan to use a non-linear approach to analyze the relationship between organizational cynicism and coworker exchange relationships.

**Limitations.** We collected single-source data only. Dyadic data that includes coworkers' attitudes toward the employing organization might allow for a clearer picture.

**Research/Practical Implications.** Consequences of organizational cynicism have garnered little research attention in the past. Understanding the consequences however is crucial for managers to identify the right way of dealing with cynical employees.

**Originality/Value.** While beneficial effects of organizational cynicism for the employees have been postulated in the literature, they have, to the best of our knowledge, not been empirically tested.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

TH-P01-103

**Person-organizational values fit and organizational attraction**

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**Content: Purpose:** Perceived person-organizational fit influences an individual's desire to work for a particular organization (Tom 1971; Judge & Bretz, 1992). Finding an organization that aligns with one's personal values is becoming increasingly important to today's job seekers (Caress, 2005).

**Design/Methodology:** A profile-matching approach was used to investigate the extent to which organizational attractiveness was related to perceived fit between one's personal values and stated values of an organization. Participants were 170 upper-level undergraduate and graduate students. Participants first completed two work values measures and next were presented with descriptions of two organizations asked to evaluate the organizational values these companies represented.

**Results:** Difference scores were computed to determine profile-match and correlated with individual's attraction to the organization. As predicted, the more similar the company's values were to their own, the greater the organizational attractiveness.

**Limitations:** Only one third of the sample had experience applying for full-time professional jobs.

**Implications:** By matching the values profile of an applicant with the profile of an organization, one can predict the employee's satisfaction and perhaps even determine the applicant's intent to stay with the organization.

**Originality/Value:** The findings of this study suggest that organizations could be more strategic about selecting individuals with values that are similar to those of the organization. Employees with congruent values may be more likely to be satisfied and remain with the organization, which will in turn save the organization the financial burden of hiring and training their replacement.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Machiavellian Employees and Behavioral Outcomes:  
From the Perspectives of Benign and Malicious Envy**

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**Content: Purpose.** Machiavellianism (Mach) is characterised by a duplicitous interpersonal style, a cynical disregard for morality and a focus on self-interest and personal gain. Employees with Mach character often adopt cunning and duplicity to achieve their personal interests. By examining Mach through a newly proposed envy dyad of benign vs. malicious, this research aims to help managers to analyse and manage the Mach influence at work.

**Methodology.** We use Study One to examine the construct of envy dyad, and Study Two to scrutinise the role of envy in the Mach behavior relationship. Samples are recruited from multiple SMEs, via a lagged data-collection design to reduce the weaknesses associated with cross-sectional surveys.

**Results.** Findings have affirmed that mach people interpret colleagues' excellence beyond their personal scope of justice, by which their cognitive interpretation converts into an affective sense of envy. Based on the circumstance, the dyad of envy then emerges, i.e. benign- vs. malicious- envy, which leads to different behavioral outcome, either prosocial or deviant behavior.

**Limitations.** Only prosocial behavior and deviant behavior are investigated, so Mach's effect may not be applicable to other types of behavior, such as loyalty and commitment which may not be observed directly.

**Practical Implications.** Practical actions for managing Mach employees within human-resource-management include: identification of Mach as part of recruitment-screening purpose, facilitation of Mach employees to better serve the company, and further training for managers who engage with Mach employees.

**Originality/Value.** This research is the first of its kind to decipher how Mach and behavior are interrelated through affective perspective. Our research has affirmed the envy dyad and the findings have contributed to new knowledge of envy's mediating role in the Mach behavior relationship.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Emotion in the workplace*

*Work attitudes and values*

TH-P01-104

## **JOB MOTIVATION AND JOB SATISFACTION FOR A HIGHER JOB PERFORMANCE**

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**Content:** The aims of this study is to capture the relationship between motivational sources (typology proposed by Leonard, Beauvais and Scholl, 1999), achievement motivation (Schuler, Thornton and Frintrup, 2000) and job satisfaction (Spector and Lamond, 2002) to identify motivational features that can help optimize performance and job satisfaction in a specific organizational environment like military field. Whilst there are some general rules which apply to everyone, most people are usually motivated by what they perceive as rewards and there is different ways to get them committed and motivated. An evolving socio-economic context creates prerequisites for continuous readjustments of strategies to motivate employees in order to obtain professional performance and job satisfaction. The question arises: "what are the best motivating factors, how they can be identified and how they can be developed in the nowadays military organizations?" The results of this study, based on responses of 100 employees who work in a military institution in Romania allowed us to find out their main motivators and satisfaction sources in order to develop new organizational strategy for increasing job motivation, job satisfaction, job performance and job commitment of the employees.

Keywords: achievement motivation, motivational sources, job satisfaction

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

FR-P01-099

**Perceived Organizational Support and Employees' Empowerment: A Multi-sample Study**

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**Content: Purpose**

This research aims to examine whether employees' psychological empowerment (defined as a motivational construct manifested in four cognitions: meaning, competence, self-determination, and impact) might act as a mediator in the positive relationship between perceived organizational support (i.e., POS; employees' beliefs concerning the extent to which the organization values their contributions and cares about their well-being; Eisenberger et al., 1986) and employees' psychological well-being. Several scholars (e.g., Baran et al., 2012; Kurtessis et al., 2015) have indeed recently stated that there is a clear need for more research on the underlying processes through which POS leads to a better well-being.

**Design/Methodology**

Employees from three different companies ( $N=237$ ,  $N=334$ , and  $N=182$ ) were invited to respond to an online questionnaire composed of validated and well-known scales (cross-sectional design).

**Results**

Results of SEM and bootstrap analyses indicated that employees' psychological empowerment partially mediates the positive relationship between POS and employee's psychological well-being across the three samples.

**Limitations**

Future research with repeated measures is strongly needed in order to assess the direction of causality among our variables of interest.

**Research/Practical Implications**

Our findings stress the importance for managers to foster POS in order to have empowered and finally healthy employees.

**Originality/Value**

This study contributes to the development of organizational support theory (Eisenberger et al., 1986) by responding to the call of scholars (e.g., Kurtessis et al., 2015) to explore new underlying mechanisms of the relationship between POS and employees' well-being.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

FR-P01-033-interactive

**A closer look at the Self-Determination Theory continuum multidimensionality: A test within the Canadian Armed Forces**

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**Content:** The multidimensional perspective of motivation described by the self-determination theory (SDT) suggest the existence of six types of motivation organized on a continuum ranging from non-self-determined (or controlled) to self-determined (or autonomous) behavioural regulation (Deci & Ryan, 1985; 2000; 2008). SDT is use in a variety of context and researchers have developed and validated numerous tools in order to assess work motivation. Those tools contain four, five or all types of motivations as described by SDT. Discrepancies between the scales seem too revolved around the inclusion or subtraction of two specific types of motivation, namely: amotivation and extrinsic motivation by integrated regulation. Pelletier and his colleagues (1995; 2008) noted the importance to assess amotivation, that he considered part of the motivation continuum. With regards to integrated regulation, Kawabata, Newcombe, Otero-Forero, and Jackson (2007) recommended measuring this motivation subtype as without these items the scale will not measure the SDT framework as described by Deci and Ryn (1985; 2002; 2008). The aim of this study is to test those discrepancies and to examine the tenability of the SDT continuum in a military context. This study assessed the relevance of retaining amotivation and integration subscales when calculating different self-determination index. Analyses were conducted on a sample of 1,024 Canadian Armed Forces Regular Force members and the results support the quasi-simplex pattern. Additionally, the results demonstrated that integrated regulation plays a role in understanding work motivation in the military context.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Work Motivation*

FR-P01-102

**Job satisfaction within the military - an unaddressed issue**

J. Österberg\*, L. rydstedt

**Content:** A professional military organization was introduced in Sweden 2010 thus introducing employed soldiers, thereby leaving a more than 100 year old tradition. This implies that the Swedish Armed Forces (SAF) need to attract and recruit individuals and to retain them within the organization. This system addresses new types of issues in order to manage the organization. The transition to an all-volunteer force puts job satisfaction and working conditions in focus in order to retain personnel. The Job Characteristics Model (JCM) measured job satisfaction among 300 recently employed soldiers. The JCM was related to job satisfaction. The results further showed that all the Critical Psychological States independently contributed to the variance in the outcome variables.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Work Motivation*

FR-P01-101

**Improving the retention of Emergency Communication Operators: Evidence for retargeting and refocusing retention efforts**

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**Content: Purpose:** Emergency communication operators (ECOs) have a critical and highly demanding role in the emergency response process and often are the difference between successful or detrimental outcomes. Given the nature of their role, many emergency service (EMS) organisations have also reported a high turnover rate in this population. Whilst theory indicates that a lack of fit and a reduction of resources may induce turnover, few studies have investigated the motivations behind ECO retention or how it may be improved.

**Design/Methodology:** A total of 38 phone and face-to-face semi-structured interviews were conducted on a sample of Australian call-takers and dispatchers within police, fire and ambulance EMS. Results were analysed using thematic analysis.

**Results:** Results indicate that improving retention requires retargeting efforts at several critical phases including selection and recruitment, training and on-going development. More importantly, perceived organisational connectedness and sense of value emerged as dominant themes regardless of the organisational structure (attached vs independent). Results will be discussed in more depth regarding key themes.

**Limitation:** Limitations include a relatively small sample size and the subjective nature of qualitative interpretation

**Practical Implications:** Implications include evidence-based recommendations for organisations to improve the effectiveness of their current retention practices as a means of reducing associated turnover costs, increasing return on investment and increasing job fit.

**Originality:** This research is one of the first in Australia to investigate and analyse a strengths-based approach to retention in this unique population. The use of a multi-agency sample further increases generalisability and empirical advancements.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Positive organizational behaviour*

*Work Motivation*

FR-P01-107

**The Role of Perceived General Self-Efficacy in Work Motivation and Job Satisfaction**

T. Kamdron\*

**Content: Purpose:** The aim of the study is to examine relationships between work motivation, job satisfaction and perceived general self-efficacy.

**Design/Methodology:** A survey questionnaire co-developed by the author was the chosen method. The survey consists of three parts: respondents' socio-demographic characteristics, Schwarzer & Jerusalem General Self-Efficacy Scale (1995), and the components and level of work motivation and job satisfaction. 438 employees from Estonian enterprises completed the questionnaire. A step by step regression analysis is used for data analysis.

**Results:** Four hypotheses formulated by the author were confirmed: there is a strong relationship between levels of work motivation and job satisfaction; some socio-demographic factors (especially job position) have impact on work motivation; perceived self-efficacy has a modest but significant effect on work motivation; employees with a high level of general self-efficacy are motivated by career and opportunities to excel in one's job significantly more than employees with a low level of general self-efficacy.

**Research/Practical Implications:** Organizations benefit from facilitating conditions for the improvement of the sense of self-efficacy and self-confidence. The findings of this study support the idea that an individual, e.g. personalized approach is reasonable and necessary in modern organizations.

**Limitations:** The study does not address the issues of whether task-specific self-efficacy beliefs influence work motivation more than general self-efficacy beliefs, and what the psychological mechanism of the process is. These questions require further research.

**Originality/Value:** The results of research prove that general efficacy beliefs have significant influence on work motivation.

**Key words:** Perceived General Self-Efficacy, Work Motivation, Job Satisfaction, Estonia

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

FR-P01-108

**Features of the value-motivational sphere of the diamond industry workers by different professional groups**

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**Main Abstract Content:** The study examines the characteristics of value-motivational sphere of diamond industry workers of different professional groups to develop recommendations for optimizing the system of personnel motivation. The study involved 147 diamond mining company workers aged between 20 to 60 years (mean age  $38,73 \pm 0,738$ ) from March to April 2016. The general seniority surveyed ranges from 1 year to 40 years ( $17,28 \pm 0,785$ ).

We used the method of psychological testing using the following techniques: diagnostics methods of value orientations in the career "Career anchors" Shane E., adaptations V.A.Chiker, V.E. Vinokourov; questionnaire terminal values M. Rokeach adaptation I.G. Senin; Diagnosis labor attractiveness V.M. Snetkov.

Data were analyzed by methods of descriptive statistics and multivariate analysis of variance MANOVA. Statistical analysis was performed using the statistical package IBM SPSS Statistics (license agreement № Z125-3301-14 (NArFU)).

A comparative analysis of the current needs and values among workers of the following groups: 1) working in shifts or five-day working week; 2) men and women; 3) managers, professionals and workers; 4) various departments (Office of the enterprise management, mining and processing plant, mining and transport plant and processing plant).

An urgent need to work for the majority of employees are the need for recognition and personal authority, in the personal financial and social security, utilitarian need, the need for their own development, to the good organization and favorable working conditions.

The most important for employees are the following value orientations: achievements, high financial situation, spiritual satisfaction, the development of self and active social contacts.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Positive organizational behaviour**

**Work Motivation**

FR-P01-103

**A closer look at the challenge-skill relationship and its effect in the flow experience: an intra- and inter- participant analysis**

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**Content: Introduction:** The present study focuses on flow's universal pre-condition of balance between challenge and skills. In this way, Csikszentmihalyi, states that these two constructs are independent dimensions while other scholars state the opposite. This research aims to better understand this two variables interplay exploring its effect on the flow experience.

**Method:** We collected 6982 registers from a sample of 60 employees with different jobs. At an intra-individual level, we study the nature of the relationship between challenge and skill by means of Spearman correlation. Then, participants were classified in groups according to the direction of the challenge-skill relation founded. At the inter-individual level, we explored the effect that the founded groups had on the flow experience applying a mean comparison. We also examined differences between working and non-working activities.

**Results:** Results showed that the challenge-skill relationship is not homogeneous across individuals; three different patterns appeared: positive relationship (21% of the cases in working activities, 12% in non-working), negative relationships (45% and 47%) and non-significant relationship (33% and 40%). Moving to inter-individual levels, the positive relationship group showed the higher mean values in flow experiences (76.40 vs 70.81 [not significant group], vs 61.87 [negative relationship];  $p < .01$ ), but this only happens in working activities.

**Discussion:** Due the presence of different patterns, challenge and skills should be considered as independent dimensions. Moreover, and according with the original flow model, a positive relation between challenge and skills explains better the appearance of flow. However, this pattern is the less frequent to find following our results. Additionally, this positive pattern generates flow at work, but not in non-working activities. To clarify when challenge and skills have a positive relationship is critical for the future development of flow model.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

FR-P01-104

**Job Crafting as an Effective Work Strategy: A Cross-Cultural Comparison**

R. Rajah\*

**Content: Purpose**

Although research on job crafting has received much traction, it might not be an effective work strategy across all cultures. The purpose of the study is to observe the impact of job crafting on performance and individuals' control over work-life balance in two settings – Singapore and Germany – and understand its cross-cultural implications.

**Design/Methodology**

Three studies were conducted: Study 1 with a student sample (n=106) in Singapore, Study 2 with full-time employees (n=189) in Singapore, and Study 3 with part-time employees (n=204) in Germany. The impacts of the three dimensions of job crafting (task, relational, and cognitive crafting) were examined.

**Results**

In Study 1, job crafting was not related to student performance. Similarly, in Study 2, job crafting did not result in higher job performance. Task ( $\beta=.260$ ,  $p<.01$ ) and cognitive crafting ( $\beta=.164$ ,  $p<.05$ ) were positively related to control over work-life balance, but not relational crafting ( $\beta=.010$ , n.s.). In Study 3, task crafting was not related to job performance and control over work-life balance, but relational ( $\beta=.291$ ,  $p<.01$ ,  $\beta=.179$ ,  $p<.01$ ) and cognitive ( $\beta=.130$ ,  $p<.05$ ,  $\beta=.141$ ,  $p<.05$ ) crafting had positive relationships with the outcomes.

While cognitive crafting seemed to be a common theme across both samples, building meaningful relationships at the workplace is a more effective strategy in Germany compared to Singapore. Individuals in Singapore also tend to have more positive outcomes when crafting at their tasks compared to Germany.

**Limitations**

The research was conducted with two countries, which may not be representative of whole cultures.

**Research/Practical Implications**

Cultural factors can influence the types of job crafting individuals engage in to be successful at work.

**Originality/Value**

To my knowledge, this is one of the initial studies examining job crafting as a non-effective strategy, and this package of studies contributes to this literature using a cross-cultural perspective.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

FR-P01-100

**Of Heroes and Paycheck Zeros: Material Scarcity Weakens the Motivating Potential of Task Significance**

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**Content:** This paper aims at challenging the assumption that employees are uniformly motivated by jobs high in task significance (TS). Relational job design has proposed that task significance (the extent to which one's job helps other people) satisfies employees' prosocial needs, thus improving motivation and performance. We integrate relational job design and classical job characteristics theories with the need prioritization theory. We hypothesize that for the neglected segment of employees who experience material scarcity (low individual/household income), the motivating potential of TS is weaker (H1), as mediated by a lower focus on prosocial needs (H2). Our corollary proposes that, as it frees employees to focus on prosocial needs, material security motivates employees in high-TS jobs (e.g., public service), but not those in low-TS jobs (H3).

We found support for our theory in a large-scale archival study (N=28,497; H1,3) and a two-wave field replication (N=256; H1-3), using measures of key constructs and regression analyses. Additionally, two experiments (N=248; N=287; H1-3) varied perceived TS and salience of material scarcity (an event-recall task about lacking money), and measured task performance. We used negative binomial regression analyses, and found support for our theory.

A limitation of our research is that it does not address other task characteristics, such as autonomy. Our research highlights material scarcity as a boundary condition of the motivating potential of TS, and advances theory on motivation in high-TS jobs (e.g., emergency/safety services), whose employees have historically experienced material scarcity. We discuss implications with respect to poverty, public policy, and managerial interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Positive organizational behaviour***

***Work Motivation***

FR-P01-105

**The influence of managerial coaching on changes in employee goal orientation profiles:  
a two wave study**

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**Content: Purpose**

This study assesses the impact of managerial coaching behavior on change in employees' goal orientation profiles. We hypothesize that managerial coaching inspires, facilitates and guides employees' change towards profiles encompassing higher levels of learning goal orientation (preference to learn) and performance approach goals (preference to demonstrate competence).

**Method**

A two-wave study of teachers (N = 521) in Vocational Education institutions in the Netherlands was conducted. Latent transition analysis and multinomial regression analyses were applied to study change in goal orientation profiles and the influence of managerial coaching.

**Results**

Four distinct profiles were identified: success-oriented, diffuse, low-performance and high-avoidance. Although the majority of the teachers remained in the same goal orientation profile (91.2%) a small percentage shifted from the success-oriented profile to the diffuse profile and vice versa. Change in managerial coaching positively predicted membership of a success-oriented profile (high learning and high performance approach goals) and stimulated teachers to change from a diffuse profile to the success-oriented profile.

**Limitations**

Although this study includes two waves of data, more waves of data are preferred to further investigate change in goal orientation profiles.

**Implications**

The results indicate that goal orientation is a relatively stable characteristic that is hard to change by the leader. However, inspirational leaders stimulate teachers to move from less favorable profiles to favorable models including higher levels of learning behavior.

**Value**

This paper contributes to the literature by investigating change in goal orientation profiles over time and the importance of leaders in stimulating profile membership and profile change.

**Disclosure of Interest:** None Declared

**Keywords:** None



*Positive organizational behaviour*

*Work Motivation*

FR-P01-106

**Disentangling the Employee Intrapreneurship and Job Performance Relationship:**

**A Moderated Mediation Analysis**

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**Content: Extended Abstract**

**PURPOSE:** Ample studies have confirmed significant benefits of intrapreneurship for firm performance, but process-oriented studies addressing the intrapreneurship-performance relationship on the employee level are lacking. Building on Job Demands-Resources (JD-R) and Reinforcement Sensitivity theories, we present an integrative model that simultaneously examines the benefits and costs for employees when engaging in employee intrapreneurship (i.e. employee intrapreneurial behavior).

**METHODOLOGY:** We used latent moderated mediation analyses to test our hypotheses among 241 dyads of employees.

**RESULTS:** As expected, results showed that employee intrapreneurship (i.e. employee intrapreneurial behavior) more strongly predicted work engagement for employees who are sensitive to rewards (Behavioral Approach System), which subsequently related to better colleague-rated in-role performance and innovative work behavior, and less work avoidance. In contrast, employee intrapreneurship was a stronger predictor of exhaustion for employees who are more sensitive to punishments (Behavioral Inhibition System), and exhaustion, in turn, related to more work avoidance and decreased in-role performance.

**LIMITATIONS:** Limitations of this study are the cross-sectional research design and reduced generalizability of the results due to participants all being Dutch employees and highly educated.

**VALUE:** We contribute to the literature by providing first insights on how employee intrapreneurship can both be beneficial and detrimental for employee performance, and how employee sensitivity to rewards and punishment moderates these relationships. In addition, we contribute to development JD-R theory by integrating the concept of employee intrapreneurship into its framework and show utilization of a neurological based theory (i.e. Reinforcement Sensitivity theory) in the context of intrapreneurship.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-112

## **Knowledge workers: how are they doing? An assessment of knowledge workers' psychological health**

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### **Content: Purpose**

Knowledge workers represent about 25% of the Canadian workforce and are key factor for economic growth (OCDE, 2013). Workers' psychological health is a crucial resource to perform and innovate in the workplace. However, there is no clear consensus on how the presence of high demands associated with their work impacts their psychological health. While some point out that the increased demands associated with knowledge jobs could have a deleterious effect, others propose that the challenging nature of the knowledge workers jobs should positively influence their psychological health. This study aims to address this problem by providing an assessment of knowledge workers' psychological health using a multidimensional conceptualization which encompasses both well-being and distress.

### **Methodology**

Using a cross-sectional design, a sample of 452 workers from various organizations located in Eastern Canada made an assessment of the correspondence of their work with the characteristics of knowledge work. They also completed a psychological health questionnaire.

### **Results**

Results from t-tests indicate that knowledge workers (n = 306) have good psychological health, even better than other types of workers (n = 146).

### **Research/Practical implications**

These findings are consistent with theoretical work stating that the inclusion of knowledge work's characteristics in the design of jobs would have a positive effect on workers' psychological health (Brinkley, Fauth, Mahdon & Theodoropoulou, 2010).

### **Limitations**

The cross-sectional nature of this study raises issues about common method bias.

### **Originality/value**

These findings highlight the importance for today's organizations to design work tasks in order to promote independence, accountability and creative power.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-114

## **The Dark Side of IT Outsourcing: Impact on Incumbent IT employees' Affective Organisational Commitment and Emotional Exhaustion**

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### **Content: Purpose**

The literature on the impacts of IT outsourcing has generally focused on the economic benefits and has been conducted at the organisational level. To fully understand the impacts of IT outsourcing, re-focusing on the individual level is necessary. Leveraging the *Conservation of Resources Theory*, this study explores the role of work ambiguity, work role conflict, and the resilience of incumbent IT employees in shaping, through stress appraisal, their affective organisational commitment and emotional exhaustion, in an IT outsourcing context.

### **Design/Methodology**

A cross-sectional study was conducted online with incumbent IT employees from organisations engaged in IT outsourcing. Valid data from 131 individuals were analysed using moderated multiple regression and a moderated mediation approach.

### **Results**

Results show that stress appraisal partially mediates the relationship between work ambiguity and role conflict, and resilience and affective organisational behaviour and emotional exhaustion. The results show that the IT outsourcing experience moderates the relationship between stress appraisal and affective organisational commitment.

### **Limitations**

The small sample size was due in part to the screening requirement that one had to be working in an IT function for an organisation undergoing IT outsourcing.

### **Research/Practical implications**

This work demonstrates the role personal resources in shaping the affective organisational commitment and well-being of incumbent IT employees and the need to manage incumbent IT employees in ways that reduce work role ambiguity and conflict, increase resilience, and improve the overall IT outsourcing experience.

### **Originality/Value**

Conducted at the individual level, the study represents one of the early attempts at assessing the impact of IT outsourcing practices on incumbent IT staff.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

TH-P01-111

**A job demands-resources examination of repatriate adjustment**

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**Content:** Purpose: There is extensive research on the process of expatriate adjustment but not the process of repatriation, or returning to the home country and organization. Although expatriate assignments are commonly viewed as a career-building step for managers, almost one-quarter of repatriated employees leave their organization within one year of return (GMAC, 2005). Using the Demands-Resources Model, we investigated repatriate adjustment. Specifically, we examined three organizational factors (role ambiguity, low autonomy, and absence of preparation) as job demands and three personal characteristics of repatriates (openness, cultural knowledge, and cultural skill) as job resources. We expected these resources to minimize negative effects of job demands on repatriate adjustment. Design/Methodology: We examined survey responses from an online survey panel of 56 repatriates..

Results: The JDR model was not supported. However, cultural knowledge and cultural skill moderated the relationship between preparation and career satisfaction. Individuals with lower cultural knowledge and greater cultural skill benefitted more from preparation. Furthermore, career satisfaction significantly predicted lower intentions to quit.

Limitations: The sample size was small for the analyses performed. Furthermore, generalizability is limited as we opted to hold home country (the United States) constant to reduce cultural confounds. Respondents' international assignments were completed all over the world.

Research/Practical Implications: Organizations may benefit from preparing employees better for the repatriation process. Furthermore, the type of preparation may need to be tailored to specific characteristics of the repatriating employee (level of cultural knowledge and skill).

Originality/Value: The topic of repatriate adjustment has not been extensively examined in the literature.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

TH-P01-033-interactive

**Predictors of procrastination in employees of modern Russian organization**

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**Content:** The aim of this research is to investigate how personal, professional and organizational factors influence on level of procrastination in employees of modern Russian industrial organization. Based on theoretical researches of procrastination predictors (Ferrari, Johnson, McCown, 1995; Steel, 2007), complex methodology of occupational stress analysis (Leonova, 2004), OPQ model of personality (Bartram, Brown, Fleck et al., 2006), the concept of organizational paradigms by Constantine (Lipatov, 2005; Constantine, 1993) and used Tuckman General Procrastination Scale (Kryukova, 2010; Tuckman, 1991) we constructed theoretical model and asked 170 employees of Russian industrial organization (men=75, women=95, mean age=36). The results of structural equation modeling showed a good fit for the hypothesized model ( $\chi^2=69,873$ ; CFI=0,976; GFI=0,942; RMSEA=0,33) and revealed significant predictors of procrastination such as occupational stress syndrome, work environment characteristics, typical behavior patterns in occupational situation and special aspects of organizational culture. This model explained the variation of procrastination by 63%.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-034-interactive

## **The Comparison of Stressors ,Coping styles and Mental health of Men and Women Employees in Refah Bank Organization**

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**Content:** The work stress is the problem that involves many employees .The reaction manner of workers to this stress and finally the mental health of them are affected by many factors that one of them is the coping styles that such couples use in contrast with the stressors. So, the study of the differences between men and women's reaction to this problem is considerable. Accordingly, this research studies the coping styles and the mental health of working men and women to the workplace stress. Thus, the questionnaire of mental health(GHQ), the questionnaire of coping styles of Lazarus and Folkman and HSE management standards indicator tools, filled by workers.(40 men, 40 women).

Acquired information, analyzed with the  $X^2$  test, independent T test, dependent T test, U Man Witney test and the ways of regression analysis.

The results show that female employees have less mental health rather than male employees, and also results show that Refah Bank employees use problem focused coping less than emotion focus coping and such people that use problem focused coping more than emotion focus coping, have high mental health.

In addition, the results of this study emphasis on effective role of coping styles that employees use, for prediction of mental health and the role of gender on relation between mentioned variables.

**Keywords:** **employees, Stress, Coping styles and mental health.**

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-115

## **The implications of stress on mental health, well-being, and absenteeism of workers at a large mining company in Ontario, Canada**

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### **Content: Purpose**

The cost of mental illness on the Canadian economy exceeds \$50 billion annually, some of which is incurred through workplace absenteeism. In fact, every week, approximately 500 000 Canadians miss work for mental health related reasons. Unfortunately, very few studies have examined the mental health of mining workers, an industry that is of great importance to the Canadian economy. In order to address this gap in the literature, we are conducting a study to better understand the mental health and wellbeing of this workforce as well as its implications on worker absenteeism at a large mining company in Ontario.

### **Design/Methodology**

A pilot study was conducted to obtain feedback from workers (n=30) regarding the survey instrument to be used in an all-employee survey, as well as to collect information regarding personal experiences of absenteeism using focus group discussions and individual interviews.

### **Results**

Stress was a very common theme discussed by these workers with implications prior to, during, and following, a health-related leave of absence. The nature and consequences of this stress will be presented.

### **Limitations**

Although representative of this company's various occupational groups, our sample did not include workers from remote worksites.

### **Research/Practical Implications/Value**

This pilot study allowed us to refine our instrumentation, identify methodological challenges, and promote the full study in the population of interest. This will facilitate more robust data collection in the upcoming all-employee survey, permitting a better understanding of the mental health and wellbeing of these workers.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-035-interactive

## **Understanding the Factors associated with Workplace Stress with Direct-care Workers: A Focus Group Approach**

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### **Content: Purpose**

The Effort-reward Imbalance model (ERI; Siegrist, 2008) and the Job Demands-resources model (JD-R; Bakker & Demerouti, 2014) have effectively been used to assess relationships between workplace stress and ill-health. Focus groups provide an ideal method to explore the factors within these models by providing in-depth information and discussion that may not be generated through other methods (Liamputtong, 2011). We assessed the suitability of the ERI and JD-R questionnaires with direct-care workers (i.e., people who provide care or assistance to vulnerable groups in the community for example disadvantaged youth or elderly people).

### **Design/Methodology**

Two groups of direct-care workers ( $N=10$ ;  $N=9$ ) attended 60-minute focus groups which captured the effort, demands, resources and rewards relevant to their particular job.

### **Results**

Direct-care-workers identified a number of efforts/demands, resources and rewards consistent with the ERI model and the JD-R model, including time pressures, feedback and relationships with co-workers. 'Inadequate financial resources', 'poor communication' and 'working with clients and the community' were themes not captured by the questionnaires.

### **Limitations**

Focus groups have many advantages, but socially desirable responding can be problematic.

### **Research/Practical Implications**

While these results support the use of the ERI and JD-R models with direct-care workers, they also highlight the need to ensure job specific efforts, rewards and resources are considered when assessing workplace stress and designing interventions to reduce workplace stress.

### **Originality/Value**

To the author's knowledge, this is the first time the suitability of the ERI and JD-R questionnaires have been investigated with focus groups.

**Disclosure of Interest:** None Declared

**Keywords:** None



***Employee stress and burnout***

***Work stressors***

TH-P01-118

**Emotional Labor and Work-Related Rumination among Emergency Medical Dispatchers**

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**Content:** Purpose: This study examined emotional labor and work-related rumination among emergency medical dispatchers (EMDs). Both surface acting emotional labor strategies and affective work-related rumination have been shown to have negative implications for employees' mental well-being. The emotional labor of EMDs may be unique in that much research on emotional labor focuses on the need to display a positive emotional state; however, EMDs need to suppress emotions and display a calm, neutral emotional tone. Furthermore, EMDs are required to follow predetermined scripts, making it difficult for EMDs to use deep acting as emotional labor and preventing EMDs from engaging in effective problem-solving rumination. The emotional nature of calls may contribute to affective rumination.

Design/Methodology: We examined online survey responses from 95 EMDs belonging to a statewide organization of EMD professionals in the United States.

Results: EMDs who engaged in more surface acting (both hiding and faking emotions) also engaged in more affective rumination. Both surface acting and affective rumination were associated with physical symptoms, exhaustion and disengagement. Neither deep acting nor problem-solving rumination were associated with negative outcomes. Mediation analyses will be discussed.

Limitations: The sample size was relatively small and homogeneous in terms of demographics and geographic location. Thus, generalizability may be a concern.

Research/Practical Implications: Researchers and organizations would benefit from understanding how EMDs might choose between emotional labor strategies and training employees how best to manage emotions on and off the job.

Originality/Value: Research on EMDs is relative scarce as is research on emotional suppression as emotional labor.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-119

**One size fits all... but which one is it? Person-environment value congruence and employee burnout - a new take.**

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<sup>1</sup>Organisational Behaviour, University of Lausanne, Lausanne, Switzerland

#### **Content: Purpose:**

Statistics show that up to 70% of U.S. male financial professionals suffer from burnout. Yet research to date indicates that individual and organizational value congruence negatively predicts burnout. Are so many financial employees badly placed or does the relation between values and burnout depend on *which* values are adhered to. We hypothesized that perceived adherence to self-enhancement values of power and achievement, by employees themselves, organizations or supervisors will be positively associated with burnout, whilst perceived organizational or supervisor adherence to contrasting values of benevolence, will have negative associations with employee burnout.

#### **Design/Methodology**

Five studies were carried out with employees from a range of nationalities and professions. Using the Schwartz (1992) values questionnaire, which includes ten core values divided into four higher-order value dimensions, participants assessed perceived organizational (two studies), perceived supervisor (two studies) and perceived professional values (one study), their own values as well as self-report symptoms of burnout. Polynomial regression analyses were used to analyze data.

#### **Results**

Results of all studies confirm hypotheses, indicating that it is indeed perceived organizational, supervisor or professional adherence to self-enhancing values of power and achievement that is a key predictor of burnout, regardless of the values an individual holds themselves. Conversely, perceived adherence to caring and supportive benevolence values has the opposite effect.

#### **Limitations**

As in most congruence research, limitations include the use of correlational, self-report studies.

#### **Originality/Value**

These findings move forward congruence research, revealing that the *type* of value may matter as much as whether it is congruent or not.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

TH-P01-120

**work intensity: an overview of associations with health outcomes and recommendations for work design**

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**Content:** Work intensity is an essential determinant of stress in the modern working environment. In this study the association of quantitative demands (amount of work and pace of work) as well as qualitative demands (complexity and quality) and several outcomes like health, performance, health complaints and motivation was examined. Additionally, recommendations for work design were derived. A systematic literature analysis was conducted in several databases which led to the inclusion of 294 studies. The systematic literature analysis includes only studies that have been published in the last ten years. A further criterion for inclusion was that studies focus on samples of service and knowledge work. The observed effects indicate significant correlations of quantitative demands and the studied outcomes. However, the effects in cross-sectional studies are stronger than in longitudinal studies. Furthermore, the strong heterogeneity of the study results must be considered and discussed. The recommendations for work design are categorized according to condition-related and person-related approaches. Predominantly, there are recommendations for the indirect design of work intensity.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-121

#### **Assessing different dimensions of stress in the stress-strain relationship. A longitudinal study.**

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#### **Content: Purpose**

Although authors emphasize that different types of stress have to be analyzed to get a more detailed understanding about stress and strain, previous studies on the stress-strain relationship mainly used a summarized factor of stress to predict work-related outcomes. This global view of stress only scratches the surface in research on the stress-strain relationship. Investigating different dimensions of stress support deriving tailored interventions for organizations. The instrument OrgFit has been especially developed to assess different dimensions of stress as a basis for the development of specific interventions.

#### **Design/Methodology**

To investigate if the measured stress dimensions in the OrgFit can predict strain, a longitudinal online study was conducted among Austrian workers. The sample consisted of 104 participants that took part at two measurement points (T1: N=233, T2: N=202). The time interval was six months.

#### **Results**

The results indicate a high test-retest reliability (.73 to .78) for the different stress dimensions. Furthermore, the stress dimensions show significant cross-sectional and longitudinal relationships with strain, resources and burnout. The relationships between the constructs showed to be stable after a time interval of six months.

#### **Limitations**

Objective indicators (e.g., sickness absences, accident statistics) should be included to avoid same-source bias.

#### **Research/Practical Implications**

The findings indicate that different dimensions of stress should be investigated to obtain a comprehensive understanding of the experience of strain, resources and burnout.

#### **Originality/Value**

The OrgFit proves to be a valid instrument to measure stress and can serve as a base for developing specific interventions on an organizational level.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

TH-P01-113

**The Role of job satisfaction in the relationship between perceived work stress and perceived performance**

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**Content: Purpose:** Prior research has found that work stress is causally related to perception of performance. In addition, prior research has determined the relationship between work stress and job satisfaction. Thus, this study aimed to investigate the mediating effect of job satisfaction in the relation between perceived work stress and perceived performance.

**Methodology:** A total of 100 air hostesses from an airline company located in Istanbul participated in the questionnaire survey (response rate 100%).

**Results:** Work stress explained 56% of the variance in job satisfaction and job satisfaction explained 61% of the performance. When we added job satisfaction to the previous regression analyses, and the regression coefficient for the relationship between work stress and performance decreased from 0.702 to 0.523. Higher work stress and lower job satisfaction negatively affected the perceived work performance. In addition, job satisfaction mediated the effect of perceived work stress on perceived performance, but only partially, as work stress has a direct path to work performance.

**Limitations:** This study is limited by its relatively small sample size and its cross-sectional nature, thus in further investigation the sample size should be enlarged and other potential moderators of this relationship should be explored.

**Practical Implications:** Our findings provide important information that increasing job satisfaction level among employees in high stress situations, like Airline Company employees in Turkey, should be helpful increasing their work performance.

**Originality/Value:** The present study adds to the literature by demonstrating the job satisfaction with stress and performance link in a different cultural context and profession.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-036-interactive

### **Effects of Interruptions and Noise on Decision Confidence**

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#### **Content: Purpose**

Noise and interruptions are two of the most prevalent stressors in workplace settings (Frontczak et al., 2012; Trafton & Monk, 2007). Although impairments of, for instance, concentration and vigilance have been well documented, the potential influence of these stressors on more complex mental operations of judgment and decision making remains to be investigated. We assume that the presence of objective stressors decreases decision confidence, which, in turn, might increase perceived stress.

#### **Design**

In the noise experiment (between-group), participants perform the “Interval Production Task” (Langnickel & Zeisberger, 2016) while office noise is presented via headphones. In the interruption experiment, participants will perform an office-related primary task (data entry). The Interval Production Task is used as a secondary task that represents a form of interruption. Pre- and post-measures of stress and affect will be collected as well as various control variables (e.g., noise sensitivity or ambiguity tolerance).

#### **Results**

Both experiments are ongoing.  $t$ -Test comparisons and moderation analysis will be conducted.

#### **Limitations**

Generalization to non-student samples and field conditions remains to be tested.

#### **Originality and Practical Implications**

Although persons who work under stress might not necessarily differ from persons working under less stressful conditions regarding their actual judgments and decisions, they might be less confident in their decisional ratings. Dissatisfaction with judgments and decisions, in turn, could result in increased stress perceptions at the workplace. Whenever employees face important decisions, objective workplace stressors should be monitored to prevent this dissatisfaction and maladaptive backfiring mechanisms.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

TH-P01-116

**Explaining gender systematic differences concerning stress at work**

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**Content:** Researches on work-related stress systematically show that women have more stress than men. The objective of this study is to clarify the nature of these differences by an analysis of the effects of gender combined with characteristics of jobs and extra-professional variables. Taking account of the work status, the familial situation, we hypothesize a more general effect of the social construction of gender inequalities among jobs and their characteristics (autonomy, workload, etc.) between men and women.

1163 women and 4787 men were questioned during compulsory medical examination within the same firm. The questionnaire includes: Job Content Questionnaire (Karasek & Theorell, 1990), Effort/Reward imbalance scale (Siegrist, 1996), Hospital Anxiety and Depression scale (Mykletun & al., 2001), Perceived Stress Scale (Cohen & al., 1983) and various questions about characteristics of the job, marital status, children in charge, etc. Statistical analyses were realized using multiple regressions.

Results show that characteristics of jobs occupied by women are the main factor of the difference between men and women about occupational stress. Interaction effects with variables related to familial characteristics are observed mainly for men. Analyses of data show that the difference between men and women are less important when we compare them for the same job and the same marital status and the same number of children in charge. The unequal repartition of men and women, according to positions held, lead women to occupy jobs with more psychological demand, less autonomy and less reward. So, the women jobs have the characteristics associated with higher stress at work.

In conclusion, firms have to be more attentive during recruitment and promotion to avoid discrimination against women which may also have a negative impact on their health.

This research give new elements about the main factors explaining differences between men and women about work-related stress, often found but rarely elucidated.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

TH-P01-117

**Psychosocial risk factors, employees well-being, job satisfaction and the role of a supportive leader within the service industry in Norway.**

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**Content:** Psychosocial risks are associated with the way work is organized, designed, and managed. The risks could emanate from variables like high job demand, low job control, role conflicts, bullying, and discrepancy between employees efforts and reward. Employees' exposure to these risks often lead to low performance and reduced health. Research evaluating psychosocial risks and its impact on employees' health are relatively few within the service industry. Current sample (n = 832) was drawn from an original dataset comprising of working men and women in 2013, in Norway aged 18-69 years. The study measured seven work-related psychosocial risks and their influences on employees' experience of job satisfaction and general well-being. Additionally, the study investigated leadership impact on all of these relationships. Results showed that employees exposed to these aforementioned risks also reported higher health complains and lower job satisfaction. Furthermore, the experience of a supportive leader seems to play a significant role in employees' experience of these risks. Together, these findings point to the negative effects of psychosocial risks to employees work health. It also helps understand the pivotal role of a supporting leadership style within the service industry. To our knowledge, this is the first study in the Scandinavia focusing on the experience of psychosocial risks by employees, and leadership impact within the service industry.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-039-interactive

## **REMAND-PRISON OFFICERS' STRESS: FINDINGS FROM QUALITATIVE AND QUANTITATIVE DATA**

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**Content: Purpose.** For the health and wellbeing of the remand-prison officers, it is important to understand the stressors that they face. Hence, the goal was to identify remand-prison officers' stressors and evaluate which model (Effort-Reward imbalance or Demand-Control) can better explain stress related outcomes (job satisfaction and recovery needs).

**Design/Methodology.** A mixed method approach. Qualitative data was gathered from six focus groups in one remand-prison in Lithuania. A quantitative study was implemented in the same organisation. The sample consisted of 126 employees: 56.3% male and 39.7% female respondents.

**Results.** Remand-prison officers face demands and effort requirements, i.e. heavy workload, bureaucracy, increasing responsibilities, night shifts, etc. Officers lack resources and control, i.e. understaffing, lack of time for duties, having fewer rights than prisoners, etc. Employees also lack rewards, such as promotion opportunities, appreciation of their effort, trust from colleagues and low salaries. Qualitative data suggested testing Effort-Reward and Demand-Control models for explanation of stress-related outcomes. Quantitative data analysis demonstrated that the elements ascribed to the effort-reward imbalance model better explained job satisfaction, whereas job demand-control model better explained recovery needs. Hence, both models are useful in explaining the stressful working environment, but their importance depends on the outcomes that we consider.

**Limitations.** Cross sectional study. One organisation.

**Research/Practical Implications.** To ensure job satisfaction and health, elements of both models should be integrated in prevention programmes.

**Originality/Value.** Lack of prior knowledge on the remand-prison officers' stressors. Mixed method study.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-122

## **Uncompensated Overtime Workers Motivation to Work: Physical and Psychological Health Outcomes**

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### **Content: Purpose**

Average weekly work hours are steadily increasing, often leading to long work hours in the form of overtime. Data suggests that there are a number of heavily invested workers who engage in additional uncompensated overtime, which may not be logged. In the current study, we propose that a key individual difference between uncompensated overtime workers is their work motivation. In particular, we extend past research linking intrinsic motivation with work engagement and extrinsic motivation with workaholism to account for motivational differences for engaging in uncompensated overtime, which we argue may result in different physical and psychological outcomes.

### **Design/Methodology**

The study is cross-sectional; we are collecting data from 250 participants who regularly work uncompensated overtime and will test our hypothesized structural equation model (SEM) using moderated mediation.

### **Results**

We are testing a model investigating both physical outcomes (i.e., physical activity, sleep quality, alcohol use, smoking) and psychological outcomes (i.e., work stress, psychological health, work-family conflict, family functioning).

### **Limitations**

The main limitation is its cross-sectional nature which limits our ability to determine potential causal relationships.

### **Research/Practical Implications**

Our findings will provide insight for the health and well-being of overtime workers and potential risk factors for stress at work, both in the context of the work-family interface.

### **Originality/Value**

This extends past research on motivational differences of engaged and workaholic employees engaging in uncompensated overtime, which may result in different physical and psychological outcomes.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-038-interactive

## **Qualitative Analysis of Working Conditions, Occupational Stress and Strain among Employees in the German Offshore Wind Industry**

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**Content: Purpose:** Despite the particular demands inherent to the work in the German offshore wind industry, little is known about the work-related physical and psychological demands and their impact on occupational stress and strain among offshore employees.

Therefore, the aim of this study was to conduct a qualitative analysis to gain further insight into these subjects.

**Design/Methodology:** Semi-structured telephone interviews with 21 offshore employees and 21 offshore experts were conducted. Participants were interviewed about their working conditions, perceptions of occupational stress and strain and coping behaviours. Also, experiences of the participants regarding health promotion activities offshore were inquired. The interviews were analyzed in a deductive-inductive process according to Mayring's content analysis.

**Results:** Participants mentioned various work-related risk factors and resources, depending on their specific offshore work environment. Occupational stress and strain were experienced by the participants during their offshore assignments. Participants named individual coping strategies but mostly did not know about any health promotion activities offshore.

**Limitations:** Due to the exploratory character of this study, no generalized or representative statements can be made.

**Research/Practical Implications:** The results form a basis for further quantitative research in order to generalize the findings. Moreover, they can be utilized to develop a needs-based, branch-specific concept for health promotion activities offshore.

**Originality/Value:** To our knowledge, this is the first study to systematically analyze work-related risk factors and their impact on occupational stress and strain among workers in the German offshore wind industry.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-037-interactive

## **The relationship of social and monetary appreciation with psychological strain and job satisfaction during**

### **Psychotherapy Training**

S. Schladitz\*, M. Druege

**Content:** *Purpose.* For psychotherapists, who work in social settings rather than in financially competitive environments, factors of subjective career success (e.g. social appreciation) might be more important than objective ones (e.g. monetary appreciation). This analysis examines relationships between such indicators on one side and psychological strain as well as job satisfaction on the other side. The aim is to get a better understanding of which kind of appreciation is more strongly connected to those outcomes even in the early stages of becoming a psychotherapist.

*Methodology.* German Psychotherapy institutes and social media platforms were used to reach out to Psychotherapists in Training leading to a final sample of  $N=568$  for this study. Besides social appreciation, salary, and satisfaction with salary we assessed indicators of psychological strain (emotional exhaustion, cognitive irritation, and life satisfaction), job satisfaction as well as thoughts of quitting.

*Results.* Social appreciation can predict all outcomes, satisfaction with salary none of the outcomes and salary itself only predicts emotional exhaustion.

*Implications.* In conclusion, this adds more proof to the assumption that for psychotherapists, subjective factors of accomplishment in the form of appreciation may be relevant than objective ones.

*Value & Limitations.* The perspective of not-yet-licensed therapists adds valuable information to the research on conditions during Psychotherapy Training, but also limits generalizability to the whole profession. The cross-sectional design of the study does not allow drawing conclusions about the direction of effects; this is especially relevant when considering the perception of subjective indicators like social appreciation.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Employee stress and burnout***

***Work stressors***

TH-P01-041-interactive

**Effects of psychological and social work factors on multisite pain: the role of sleep problems as mediator**

J. Vleeshouwers\*

**Content:** Relations between psychological/social work factors and sleep problems have long been acknowledged. So has the relationships between these work factors and multisite pain. In a recent study we suggested sleep problems may mediate the relationship between work-family dissonance and work related support on back pain, neck pain, and headache. In the current study we will investigate whether sleep problems may mediate the relationship between a large number of psychological and social work factors, including quantitative demands, job control, role clarity, and leadership, and multisite pain outcomes. The study will incorporate a three-wave full panel design. Data are collected on organizational level among 63 Norwegian companies, and comprises participants from a wide range of occupations. Structural equation modelling will be implemented to establish direct and indirect effects.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Employee stress and burnout***

### ***Work stressors***

TH-P01-040-interactive

## **A high workload as a threat to sustainable employability of employees in vocational education**

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**Content:** Purpose: Prolonged work pressure can contribute to burnout. We do not yet know the degree to which employees in vocational education experience work pressure and how their experiences can be understood. The Job-Demands Resources (JD-R) model provides a framework for studying these topics. Design/Methodology: A qualitative study was performed based on 11 in-depth interviews with teachers (5) and supporting personnel (6) in a Dutch organization for vocational education. Participants were recruited with help of the chairman of the organization's works council and two other internal contact persons. An interpretative approach was used to analyze the interviews. Results: Both teachers and supporting personnel generally experienced work pressure, varying from 'not too high' to 'very high'. A considerable part of them experienced stress-related health complaints. Some reported a turnover intention. A job demand underlying the work pressure was workload. In addition, multiple employees reported emotional demands, for example because of supporting students with special educational needs. Factors such as job autonomy and support by colleagues were considered job resources that can help to control- or cope with workload. Generally, employees possessed some resources and a part of them reported to lack others. Limitations: Limitations include that interviews were conducted in one organization. Research implications: Further research is needed to study whether employees in other organizations for vocational education experience similar issues that need intervention. Originality/Value: To our knowledge, this is the first study to show that in vocational education, not just teachers but also supporting personnel experiences work pressure and underlying factors.

**Disclosure of Interest:** None Declared

**Keywords:** None

***Technology, work-design and human-machine-systems***

***Work system design***

SA-P01-119

**Evaluation of Business Processes: Development of a Scale**

J. Reif, M. Stockkamp, K. Kugler, F. Brodbeck

**Content:** Purpose

Organizations require standardized business processes to organize work flows. For organizational functioning it is necessary to implement business processes that are sustainable, accepted among the workforce and readily applied. However, business processes are often perceived as obstructive as well as time-consuming and therefore, evaded. While research on business process management concludes with lists of general success factors, concrete psychological aspects for successful implementation are often neglected. The goal of this study is to develop a scale for the evaluation of business processes that can be used to design, evaluate and improve them from an IO-psychological perspective.

**Design/Methodology**

We conducted 26 semi-structured interviews with managers of a large international organization. Items were inductively generated from answers to the question what constitutes business processes that people can and want to apply.

**Results**

Items were grouped into 10 higher order categories, which were also matched with theory: process acceptance, process documentation, possibility for feedback, flexibility, perceived effectiveness and efficacy of the process, perceived applicability, perceived added value, perceived transparency, perceived support by the management, incorporation into existing structures.

**Limitations**

The items are yet to be validated in quantitative studies.

**Research/Practical Implications**

The scale can be used in future psychological research on business processes. Organizations can use the items when designing and implementing processes, when evaluating existing processes and when intending to improve existing processes.

**Originality/Value**

The study addresses the perceived quality of business processes from a psychological perspective and offers a scale that can be used in organizational practice and future research.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Work-Life Interface**

### **Work-family balance**

TH-P02-096

#### **Mental health predictors in a large mining cohort in Ontario, Canada: A preliminary investigation**

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#### **Content: Purpose**

The minerals and metals industry generates considerable wealth and creates employment opportunities for many Canadians, particularly those in northern, rural and remote communities. Despite the burden of mental health illness, sequela and treatment, there is a dearth of evidence related to the mental health and wellbeing of mining workers including the barriers to a successful return to work after an absence. This is surprising since the mining industry has a higher disabling injuries incidence rate (17.64 per 100 workers) compared to the national average of Canadian employers under federal jurisdiction (5.65 per 100 workers). To the best of our knowledge, this study represents the first attempt at examining the mental health of a large mining cohort of Canadian mining workers. The objective of this presentation is to better understand the mental health predictors of a return to work.

#### **Methods**

Data was gathered by way of self-administered questionnaires, through focus groups and individual interviews with employees working for a large mining company. The survey was comprised of a number of validated instruments. The work disability prevention framework was used to identify the predictors of a return to work in a subsample of the larger cohort.

Manual backward stepwise logistic regression was then used to develop two models of occupational health factors associated with return to work: 1) Demographic and related predictors 2) Occupational predictors (e.g., number of work days missed, and activity where the most serious injury occurred related to mental health work absenteeism). A negative binomial regression was used to estimate the incremental absent workdays associated with demographic and occupational variables.

#### **Results**

Descriptive and inferential statistical results will be presented.

#### **Limitations**

The representativeness of subjects in this study is of potential concern and constitutes a limitation. First, the cross-sectional design by which exposure and health outcomes were measured concurrently does not permit causative inferences.

#### **Research/Practical Implications/Value**

This undertaking is a novel study that brings together various labour unions, the mining company and academic institution to improve the mental health of workers. Furthermore, it demonstrates the collaborative nature of the research project whereby all stakeholders are involved in the research process.

**Disclosure of Interest:** None Declared

**Keywords:** None



## **Work-Life Interface**

### **Work-family balance**

TH-P02-098

#### **How family-friendly is science? Recent findings from the German National Report on Junior Scholars 2017**

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#### **Content:**

##### **Purpose**

There has been much discussion in Germany about the difficulty of reconciling work and family life for young scientists and scholars. The German National Report on Junior Scholars 2017 examines the question of how family-friendly science actually is based on the current state of research. Three questions were analyzed: 1) Are scientists more likely than other academics to remain without children? 2) How do young scientists perceive the possibility of reconciling family and professional life? 3) Is parenthood associated with a reduced chance of successfully pursuing an academic career?

##### **Design/Methodology**

A literature review was conducted. Due to data deficits all relevant articles published between 1/2010 and 7/2015 were identified by primarily using the following databases: Scopus, Web of Science and Google Scholar. Additionally, special data from the German micro-census was obtained.

##### **Results**

Although most young scientists desire to have children, the rate of childlessness among them is higher compared to other academics. However, scientists with children do not report greater levels of stress than their childless colleagues. The effect of parenthood on career advancement seems to be rather small, though mothers tend to face more career difficulties than fathers.

##### **Limitations**

Data available doesn't allow systematic comparison to other labor market sectors.

##### **Research/Practical Implications**

Future policy action has to meet not only the specific needs of young scientists with children but also of those who *wish* to start a family.

##### **Originality/Value**

To our knowledge, the BuWiN is the first to systematically analyze the family-friendliness of science as a whole.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

TH-P02-097

**Work, stress, and love: Investigating the role of coping mechanisms within the crossover process**

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**Content: Purpose:** Occupational stress research has established that psychological stress and/or strain experienced by one person can affect the level of strain of another person in the same social environment. However, there are notable inconsistencies in the way that the crossover process is tested and reported.

**Design/Methodology:** We report a qualitative study of 16 dyads. We assessed the ways in which daily work and life experiences affected dyadic interactions at home. A semi-structured interview schedule was designed and informed by the crossover research literature, specifically, the three hypothetical mechanisms of crossover (direct crossover via empathy, indirect crossover via coping and communication, and common stressors).

**Results:** We found in the presence of stressful experiences, a person will first attempt to initiate their own coping strategies (e.g., withdrawal, external support measures, external activities). Second they will then incorporate a dyadic coping approach (e.g., communication, spending quality time together). Crossover was prevalent amongst dyads in circumstances where the provision of coping strategies were not available to the person, or the capacity to implement them was not enabled by their partner.

**Limitations:** The extent to which each person was open and honest about the information they disclosed in front of their partner.

**Originality/Value:** Using phenomenological methods, joint interviewing and template analysis, we identified a unique five-stage crossover process involving intra and inter-level coping strategies.

**Research/Practical implications:** The findings meet the call to action from Westman (2001) to further research the impact of coping strategies on the providing partner, and ascertain whether dyadic coping strategies reduce or strengthen the crossover process.

**Disclosure of Interest:** None Declared

**Keywords:** None

## **Work-Life Interface**

### **Work-family balance**

TH-P02-094

## **Work -family interference: examining the psychometric properties of the SWING (Survey Work-home Interaction-NijmeGen) questionnaire in Lithuania**

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### **Content: Purpose**

Work-family interference is defined as “a form of interrole conflict in which role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985, p. 77). The literature suggests two types of work-family interference: role scarcity and role enhancement. The SWING questionnaire was developed to measure negative as well as positive work-home relations. The purpose of this study was: 1) to analyze the structural properties of the Lithuanian version of the SWING (Geurts et al., 2005) questionnaire; 2) to test its reliability; 3) to test the relationship between work-family interference and engagement, exhaustion and job satisfaction (Demerouti et al., 2004).

### **Design/Methodology**

641 employees from several organizations were surveyed using cross-sectional design. To analyze the data, confirmatory factor analysis, scale internal consistency test, and correlation analysis were conducted.

### **Results**

Confirmatory factor analysis partially supported the original four-factor structure of the questionnaire: negative WHI, negative HWI, positive WHI, and positive HWI. The internal consistency of all four factors was good. Moreover, the correlation analyses showed that work engagement and job satisfaction was positively related to PWHI and PHWI, and negatively related to NWHI and NHWI. Exhaustion was negatively related to PWHI and PHWI, and positively related to NWHI and NHWI.

### **Limitations**

The analyses are based on cross-sectional data.

### **Research/Practical Implications**

The study contributes to international efforts aimed at adaptation and validation of the SWING questionnaire.

### **Originality/Value**

This study allows to conclude that the Lithuanian version of SWING is a reliable tool for studying work-home interactions.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family balance**

TH-P02-095

**Being Persistent at Work Helps with Work-Family Balance Effectiveness: The Mediating Role of Resilience**

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**Content:** Empirical evidence indicates that effectively meeting role-related responsibilities yields benefits for both individual role occupants and the larger system, leading to more subjective wellbeing (Carlson et al., 2009). How work-family balance effectiveness (WFBE) is impacted by resilience and flexible persistence in engagement, is a particularly promising target for investigation. Being able to persist in a flexible manner allows individuals to properly invest time and space in the activity, as well as properly assess situations of beneficial disengagement (Vallerand et al., 2007). Flexible persistence may therefore predict resilience when faced with activity related challenges. Research findings converge to suggest that psychological resilience corresponds to the role of mental processes and behavior in promoting personal assets and protecting an individual from the negative effect of stressors (Fletcher & Sarkar, 2013). In a cross-sectional study with workers ( $N=306$ , Mean Age = 36, 49.8% Female), we tested the mediating role of psychological resilience in the relationship between flexible persistence at work and WFBE. Multiple linear regression revealed that work resilience and flexible persistence at work significantly predicted higher levels of WFBE. Following mediation analysis revealed a significant indirect effect of flexible persistence at work on WFBE through resilience at work. Although not without its limits (self-reported data, online correlational survey), these results offer great insight about how the quality of engagement at work is important to promote resilience against stressors, that, in turn, allow for better WFBE. Results will be discussed in light of self-determination theory and wellbeing (Deci & Ryan, 2000).

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Work-Life Interface***

### ***Work-family balance***

TH-P02-099

#### **A nonwork perspective on the protean career orientation**

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#### **Content: Purpose**

We aimed to explore the causal relationship between nonwork orientations and the protean career orientation and how these in turn contribute to positive work and nonwork outcomes.

#### **Design / Methodology**

829 employees aged between 25 and 35 years responded to a survey 4 times, each 6 months apart. Analyses with Mplus included measurement invariance, cross-lagged analyses and structural equation modelling.

#### **Results**

Concerning the causal relationship between nonwork orientations and the protean career orientation, model comparisons favoured the full reciprocal models and found that the personal life orientation positively, and the community orientation negatively predicted the protean career orientation. Family orientation had no lagged effect. The protean career orientation did not predict the nonwork orientations.

The personal life orientation positively predicted the protean career orientation, and this was in turn related to more work enhancement of life, and higher life and job satisfaction. Nonwork and career orientations did not predict work interference with life.

#### **Limitations**

All data are self-report and the age range is restricted.

#### **Research / practical implications**

Nonwork orientations influence the development of career attitudes and thus should be considered in career development and guidance practice.

#### **Originality / value**

This is the first longitudinal study to investigate the intersection over time of nonwork and protean career orientations. It also shows how both nonwork and career orientations are important for positive interactions between work and nonwork and positive outcomes in work and nonwork domains.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family balance*

TH-P02-027-interactive

**How do boundaries between life domains affect life domain conflict and enrichment? An experimental vignette study**

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**Content: Purpose:** Research investigating the boundaries between work and personal life along the integration-segmentation continuum has increased in importance (Ashforth, Kreiner, & Fugate, 2000). The purpose of this study is to empirically examine potential sub-dimensions of this continuum. Specifically, the impact of boundary characteristics (temporal, physical and psychological) introduced by Clark (2000) as well as the distinction between self-chosen boundary strategies and other-directed boundary characteristics on life domain conflict and enrichment are investigated.

**Design/Methodology:** This study used an experimental vignette study design based on a sample of 157 German employees. Data were analyzed using MANOVA.

**Results:** Results showed more life domain conflict when vignettes include integrated boundaries. In addition, more life domain enrichment was reported when vignettes include strong physical boundaries and self-chosen boundary strategies.

**Limitations:** The vignettes applied here were not previously tested in a separate study. Thus, it cannot be ruled out that respondents had difficulties in responding to the scenario-based questions.

**Research/Practical Implications:** From a theoretical perspective, this study contributes to our knowledge on boundary management sub-dimensions and its impact on life domain conflict and enrichment. From an applied perspective, interventions improving boundary management on organizational and individual level can be designed based on the results of this study.

**Originality/Value:** This study provides a finer grained analysis of the integration-segmentation continuum based on work-family border theory (Clark, 2000). By using experimental vignette methodology, it answers the call for more experimental methods in research on the interaction of life domain (e.g. Casper, Eby, Bordeaux, Lockwood, & Lambert, 2007).

**Disclosure of Interest:** None Declared

**Keywords:** None

***Work-Life Interface***

***Work-family balance***

TH-P02-093

**Nature of interactions between work and family satisfaction in women**

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**Content:**

**Nature of interactions between work and family satisfaction in women**

The poster presents an analysis of relationships between job satisfaction and marital satisfaction in working women with emphasis on the conflicting or facilitating nature of the interface between these two domains. Two variables – emotional and cognitive – were taken into consideration. The study included 120 married and working women. The majority of them acquired academic education, 15,8% secondary, and 3,4% vocational education. They were mostly office workers, and 20,8% occupied management position. Their length of service was from 5 to 10 years, and the mean duration of their marriage was about 15 years. Most of them (45, 5%) had two or more children, 29,5% - one child, and 25% were childless.

The shortened Polish version of Job Descriptions Inventory by O. Neuberger and M. Allerbeck; Job Affect Scale by A. P. Brief, M. J. Burke, J. M. George, B. Robinson, Questionnaire of Well-matched Marriage by M. M. Plopa and Rostowski, and in addition a self-made scale of work/job interactions were administered. The study was performed individually and anonymously.

Significant positive correlations among almost all variables of job as well as marital satisfaction were noted. It means that the increase of marital satisfaction is closely connected with the increase of job satisfaction. Moreover, contrary to general beliefs, a level of job satisfaction in the examined women was higher than the level of family satisfaction. However, the age and time spent at work proved to have a negative impact upon job satisfaction. It was also found that executive women experienced negative emotions at work due to the work/family conflict. At the same time their positive family life has greater impact upon the quality of their work than the negative experience. On the other hand, we found that their job experiences do not affect their family life.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family conflict*

TH-P02-104

### **It Is What It Is: Accepting Work-Family Conflict among Malaysian Employees**

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#### **Content: Purpose**

The objective of the research is to study work-family conflict among Malaysian employees, and ways of coping with it. The study serves as a follow-up to a previous quantitative study to investigate why we could not replicate a common Western work-family conflict model.

#### **Design / Methodology**

Fifteen participants were purposefully recruited to be interviewed in-depth.

#### **Results**

Results revealed that religion plays an important role in relation to the work-family interface. Interviewees told they cope with work-family conflict under the guidance of religion. Also, support from extended family is still practiced which helps working parents with children in their daily activities.

#### **Limitations**

Our results were based on one telecommunication company. Future research should examine work-family issues in various industries which may differ in terms of job demands and work culture.

#### **Research / Practical Implications**

Despite this limitation, the study's findings contribute to the knowledge in work-family conflict by showing that religion and family support were used as coping mechanisms to control the conflicting demands of work and family.

#### **Originality / Value**

Our study shows that it is important to look at religiosity and extended family support as an important part of life in the Asian context. Studies in the Asian context are rare so far, and it is important to assess the fit of Western models in this context.

**Disclosure of Interest:** None Declared

**Keywords:** None



**Work-Life Interface**

**Work-family conflict**

TH-P02-029-interactive

**Work involvement and the quality of two-careers partners' marital relationship – the mediating role of experienced stress and role conflict**

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**Content:** A two-careers marriage is a modern family model, within which both partners realize a career as employees, often in leadership positions, but also a career associated with the roles of family, marriage and housekeeping.

The aim of this study was an attempt to verify the relationship between the level of partners' work involvement and subjectively assessed their quality of marital relationships. Moreover the research aim was to find some variables possibly mediating the relationships, such as experienced levels of occupational stress, conflict / facilitation of occupational and personal roles and sex.

The study was conducted among 150 two - career married couples. All of them finished higher education, their age ranged from 28 to 40 years old and they had minimum 1 child. The Test AVEM Work-related Behaviour and Experienced Pattern (AVEM), Questionnaire of Matched Marriages (KDM-2), Marital Communication (KKM), Work Stress Questionnaire and Questionnaire of Work and Family Matches were used in the research.

The statistical analysis indicated that the work involvement of two-career partners positively affects the increase of subjectively perceived quality of marital relationships. The level of occupational commitment remains in the positive relationship with the level of experienced stress and work - family conflicts. Experienced stress and these conflicts are important mediators of the positive relationship between work involvement and quality of marital relationships – if the partners' involvement is connected with a strong stress, generating additional work-family conflict, it may in effect reflect negatively on the quality of marital relationships of these dyads.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family conflict**

TH-P02-105

**Work-family conflict anticipation and role salience as predictors of career-choice commitment and satisfaction**

H. Braunstein-Bercovitz\*

**Content:** Purpose: To assess the role of work-family conflict anticipation, and work/family role-salience in senior college students' commitment and satisfaction of their career choice.

Methodology: Two-hundred and eight senior college students (166 women and 42 men) majoring in the behavioral sciences were recruited through internet social networks. They completed four questionnaires: Work-Family-Conflict Anticipation, (composed of two sub-scales: anticipation of the conflict in the direction of work-interferes-family [WIFCA], and in the direction of family-interferes-work [FIWCA]); Role Salience; Career-choice Commitment; and Career-choice Satisfaction.

Results: Linear regression analysis was conducted and revealed that: a. work-role salience is positively related to WIFCA ( $\beta = .17$ ), and family-role salience is negatively related to WIFCA ( $\beta = -.31$ ). Role salience did not predict FIWCA. b. work-role salience predicted both commitment ( $\beta = .24$ ) and satisfaction ( $\beta = .20$ ) of the career choice, while no significant effects were found for family-role salience. c. FIWCA predicted both commitment ( $\beta = -.26$ ) and satisfaction ( $\beta = -.18$ ) of career-choice, while no significant effects were found for WIFCA.

Limitations: a. a correlational design. b. sample biases.

Implications: The findings could contribute to implementing interventions aimed at increasing career adaptability, namely, career-choice commitment and satisfaction, of youngsters. Group or individual interventions for senior students could focus on enhancing work-role salience and reducing pessimistic views related to FIW conflict anticipation.

Value: The current findings add some insight into our understanding of the barriers (low work-role salience and high FIW conflict anticipation) that might decrease career-choice commitment and satisfaction during the transition from college to the world of work.

**Disclosure of Interest:** None Declared

**Keywords:** None

*Work-Life Interface*

*Work-family conflict*

TH-P02-028-interactive

**MAKING ROOM FOR HAPPINESS:  
COPING WITH WORK SMARTPHONES**

J. Mercer\*

**Content:** This study examines the moderating role of segmentation preference on work-related smartphone use, in personal time and resulting life (work-life conflict, work-to-life stress) and work outcomes (job engagement, job satisfaction, job performance, organisation identification and intentional to quit). Set within a person-environment fit perspective, a match between one's segmentation preference and one's environment (workplace segmentation supplies) predicts positive outcomes for work and life. First, a quantitative study; **study 1** was conducted, involving participants (N= 166 employees) responding to an online questionnaire, supported by a qualitative study, **study 2**, involving semi-structured interviews with participants (N= 6 employees). Statistical analysis found no support for the first set of hypotheses, predicting moderating role of segmentation preference on workplace segmentation supplies and resulting life and work outcomes. Statistical analysis of the questionnaire responses found no support for the second set of hypotheses, predicting moderating role of segmentation preference on work-related smartphone use, in personal time and resulting life and work outcomes, apart from a significant effect on the work outcome; intentional to quit. However, the qualitative study found evidence of some 'happy' segmenters using separation strategies to cope with smartphone use, so increasing the 'fit' between their 'needs and 'supplies' and creating more positive outcomes, which may explain the lack of 'fit' found in study 1.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family conflict**

TH-P02-100

**An insecure job and its consequences: the protective role of a good work-family balance.**

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**Content:** Qualitative job insecurity (QJI) is the perceived threat of losing important characteristics of the job (De Witte, 2005), and have detrimental effects on work and life domains of employees (e.g., Cheng & Chan, 2008), but still is less known about moderators that can buffer or amplify this negative effect. This study is the first step of a project aimed to test some possible moderators of this detrimental effect of QJI on psychological well-being and organizational outcomes. In this phase we explore the conjoint role of another potential stressor, such as Work-Life Conflict (WLC).

**Methodology.** Participants were 832 Italian workers in the health sector belonging from two hospitals, 75% were female, 51% were less than 45 years old, 23% had 1 son and 32% 2 children. They answered the survey during the work-time and completed a questionnaire measuring antecedents and consequents of work related stress and other covariates. In the present study we focused on QJI, work engagement, job satisfaction, GHQ-12 (a measure for assessing the overall psychological well-being) and WLC. Some multiple regression models were run to test the effect of QJI and WLC on

**Results.** All the multiple regression models showed a negative effect of QJI and WLC on psychological well-being, work engagement and job satisfaction. About some possible moderating roles of work-life balance on the relationship between QJI and outcomes, analyses are still in progress.

**Limits.** The cross-sectional design is one of the limitations, but the research project is planned for a longitudinal monitoring of the variables.

**Originality and values.** Few researches are exploring the negative role of Qualitative Job Insecurity on well-being and organizational outcomes. Finding some moderators could lead to find practical help in dealing with this problem.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**  
**Work-family conflict**

TH-P02-101

**Too Much, Too Little: Reducing the Negative Impact of Hours-Fit Incongruence on Job Spillover and Health and Well-Being**

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**Content: Purpose**

This paper explores the impact of hours-fit incongruence, the extent that desired hours do not match actual work hours, on work-family spillover and consequently, health and well-being, and whether the components of psychological capital (i.e., hope, optimism, self-efficacy, and resiliency) act as personal resources to those experiencing incongruence. Specifically, we aim to determine whether psychological capital and its components can better equip individuals to respond to occurrences of incongruence so that they experience less work-family spillover.

**Design/Methodology**

The study used archival data from the 2008 U.S. National Study of the Changing Workforce using a stratified random sample of 3502 workers.

**Results**

The findings suggest that hours-fit incongruence negatively affects health and well-being outcomes (e.g., depression, sleep disturbances, life satisfaction) through its impact on work-family spillover. We find that psychological capital is an important resource that mitigates some of this negative impact.

**Limitations**

The cross-sectional nature of the data limits our ability to draw causal conclusions. The use of secondary data prevented us from selecting which measures would be included in the data collection.

**Research/Practical Implications**

The findings enrich our understanding of the negative impact of hours-fit incongruence on health and well-being, but suggest that psychological capital can be used as a tool to help temper the effect, which is helpful to organizations with little staffing flexibility.

**Originality/Value**

We contribute to the stressor-strain literature by examining a prevalent, yet under-examined job stressor, build on the personal resources scholarship, and enrich our understanding of the nomological network of the work-family interface.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-Life Interface**

**Work-family conflict**

TH-P02-102

**Work-family guilt: a double-edged sword for children's and parents' resources?**

A. Foucreault, J. Ménard\*

**Content: Purpose:** Work-family guilt (WFG) is generally perceived as adaptive, since it has been found to encourage working parents to engage in more recreational activities with their children after their workdays (Cho & Allen, 2012). The present study aims to highlight a darker side of WFG, by showing that it can have negative effects on parents' life satisfaction. This study also aims to determine the role of spouse instrumental support on parents' life satisfaction.

**Design/Methodology:** A longitudinal study was conducted over a three-month period among a sample of 289 parents with children from 5 to 10 years old.

**Results:** Path analyses show a moderated mediation that contradicts the views of the proponents of the adaptive function of WFG. WFG did not benefit children by attenuating the negative relationship between strain-based work-interference-with-family (WIF) and recreational activities, while it was detrimental for parents by reducing the positive relationship between these activities and their life satisfaction. Results also show that spouse support is a resource that motivates parents to invest more in their children, thereby contributing to an increase in their own life satisfaction.

**Limitations:** Since strain-based WIF can fluctuate from day to day, researchers are encouraged to use on-line daily diaries.

**Research/Practical Implications:** Relying on spouse support is an effective strategy to counter the deleterious effect of WFG on life satisfaction.

**Originality/Value:** To our knowledge, this constitutes the first study based on the Differentiated Job Demands-Resources Model (Crawford et al., 2010) that shows that WFG has primarily negative consequences on children and parents.

**Disclosure of Interest:** None Declared

**Keywords:** None

**Work-related ICT events in the evening and work-home conflict – the role of perceived organizational expectations**

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**Content:** Purpose

Within the framework of Boundary Theory (Ashforth et al., 2000), various studies show how intense work-related ICT use after hours is related to a higher work-home conflict. In this study, we hypothesized that this relationship will be moderated by organizational expectations regarding a) ICT availability, b) ICT response time and 3) time sacrifices at home (organizational time demands).

Design/Methodology

Within a diary study with 104 German employed knowledge workers, cross-level interaction effects between ICT-related events in the evening (“work emails”, “work calls”, “finishing tasks”) and organizational expectations on work-home conflict were analyzed with HLM.

Results

Interaction effects were significant only for work emails, showing that when perceived ICT response expectations or organizational time demands are high, work emails are related to a higher work-home conflict compared to low perceived expectations. Effects were stable when controlled for time pressure, working hours and duration of ICT use.

Limitations

We relied on subjective measures of organizational expectations at an individual level.

Research/Practical Implications

Our study shows that organizational expectations are a meaningful factor that may determine if work emails are related to work-home conflict experiences or not. Employers should raise awareness for potentially implicit organizational expectations and optimize their “email culture”.

Originality/Value

This study contributes to literature by operationalizing different purposes of ICT use beyond its mere duration. Compared to other studies, it focuses on injunctive as opposed to descriptive organizational norms (Cialdini et al., 1991) and shows that the role of organizational expectations varies for different forms of ICT use.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

TH-P02-107

#### **Clinic of dialogue in workplace : the case of the french inquiry judge**

K. Kostulski\*

**Content:** The purpose of our presentation is to highlight the dialogical and language processes involved in our interventions in the clinic of activity perspective (Clot & Kostulski, 2011). We develop methodologies based on dialogue in order to promote health and efficiency in workplace. We will show how these methodologies are likely to put into discussion professional ways to act in the hearings of judges' offices.

The method of crossed self confrontation was used to analyze activity of hearings, during an intervention requested by the School of the Judiciary following the judicial scandal of Outreau. It was used in order to restore professional dialogue in a profession in social, political and institutional difficulties

We will show how the controversy about the video-recorded professional acts makes speakable and the questionable the professional ways to act, and by the way allows a development of the trade.

We will focus on an example: the development of the dialogue about the techniques of qualification of criminal facts

This study is an original contribution to the analysis of the symbolic professional activities (Kostulski, 2011 ; Kostulski & Kloetzer, 2014). It allowed professional to develop the trade, and allows researchers to better understand the language dynamics in symbolic activities (Vygotsky, 1986).

This paper gives a new point of view regarding the analysis of activity methods, specially in non material professional activities, mostly difficult to observe and analyze in work psychology.

**Disclosure of Interest:** None Declared

**Keywords:** None



## ***Interventions***

### ***Workplace health promotion***

TH-P02-032-interactive

### **Promoting the Health Literacy of Managers – An Evidence-based Training Program**

S. Fiedler\*, T.-K. Pfortner, H. Pfaff

## **Content:**

### **Purpose**

Managers are subjected to high professional demands and are therefore identified as a potentially relevant target group for promoting health literacy. Health literacy enables each individual to take decisions in everyday life that will have positive effects on health. The purpose of this study is the conception, implementation and evaluation of an evidence-based training program for promoting health literacy of managers. This study explores the following questions: 1) How can a qualification in health literacy for managers be achieved in a training program? 2) How effective is this training program? 3) Does a basic qualification in health literacy affect the health of managers?

### **Design / Methodology**

A mixed-method approach is used for the study. The intervention design bases on a qualitative, interview-study (n=23) with managers and experts in the field of health / personnel management. A stepped-wedge design was carried out. The intervention consists of three-day classroom training, peer-coaching and accompanying material. All managers (n=160) were randomly clustered into two groups, which will subsequently receive the training program.

### **Results**

The intervention concept, the evaluation design and first results will be presented.

### **Limitations**

The study takes place in one organization. There are limitations to generalize the results.

### **Research / Practical Implications**

The development of manager health literacy can be seen as a vital component for the promotion and protection of their own employability and employability of their employees.

### **Originality / Value**

There is a strong need for methodologically high-quality and evidence-based studies in the research field of workplace health promotion interventions.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

TH-P02-031-interactive

#### **Maintaining and Promoting of Competencies of Employees Aged 50+ Years: The Trainer Education of the LiA-Program (Learning while Working)**

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**Content:** “Learning while Working” (German “Lernen im Arbeitsalltag” - LiA) is a training concept addressed to employees from the age of 50 years on. It contains a set of closely interlinked modules: an occupational-biographical competence module, a training for stress management, a cognitive, a psychomotoric, and a metacognitive training. The 15 weekly training sessions aim at furthering holistic personal advancement by promoting the participants' occupational self-efficacy and their ability to cope with stress as well as their motoric, cognitive, and metacognitive skills. LiA has been put into practice in Germany during the past three years. The results are encouraging: In a longitudinal quasi-experimental study with 114 participants and 90 controls, significant improvements of the trained employees were found regarding the following variables: different aspects of cognitive performance ( $.39 < d < 1.82$ ), the perceived state of health ( $d = .33$ ), emotional distance to occupational strain ( $d = .33$ ), and reduced resignation ( $d = .21$ ). Therefore, a training course for trainers was devised to multiply and spread the effects of LiA. The train-the trainer program is designed as a combination of weekly instruction and several weekend block seminars for up to 12 participants. The objective is to impart knowledge on the psychological fundamentals of LiA as well as to gain and improve skills by practical exercises. This concept will be presented with respect to the different modules of the program. First experiences regarding its suitability and effectiveness will be discussed.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

TH-P02-106

#### **Perceived work context and psychological health at work**

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**Content:** The concept of work context is largely used to examine the links between work, stress, and health. Nevertheless, the factors that make up the work context are organized differently according to the various different models (Cordery et al., 2010; Hackman & Oldham, 1976; Karasek & Theorell, 1990; Moreau & Mageau, 2012; Morgeson & Humphrey, 2006; Shalley, Gilson, & Blum, 2009; Warr, 1987): The same term sometimes refers to job characteristics, the tasks to be completed, or the knowledge needed to complete them.

This study offers a more precise understanding of the links between 9 work context dimensions (Working with Others, Management, Autonomy, Work Variety, Time Management, Spatial Organization, Performance Requirements, Physical Posture, and Physical Environment; Pignault & Houssemand, 2016) and psychological health at work, which consists of 2 dimensions: psychological well-being and distress (Gilbert, Dagenais-Desmarais, & Savoie, 2011).

104 Luxembourgish workers (21% women;  $M_{age} = 39.5$ ;  $SD_{age} = 7.7$ ) from two different work sectors (banking and construction) completed these two specific scales.

Results showed that the work context dimensions explained a large proportion of variance in psychological health at work ( $R^2 = .66$  for “psychological well-being” and  $R^2 = .60$  for “distress”). Psychological health at work essentially depends on the work context dimension “autonomy” and “working with others.” The communication will detail and discuss the correlations between work context and health.

**Disclosure of Interest:** None Declared

**Keywords:** None

## ***Interventions***

### ***Workplace health promotion***

TH-P02-030-interactive

#### **Learning to use technologies more consciously during non-work time: Evaluating a self-management training for employees**

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#### **Content: Purpose:**

Numerous studies have suggested that work-related technology use during non-work time can be detrimental for employees' recovery and health, especially when technologies are used constantly and boundaryless. This study thus evaluates the effectiveness of a 3-week self-management training aiming to encourage a more conscious use of technologies for work-related purposes during non-work time.

#### **Design/Methodology:**

Online questionnaires are employed before and directly after the training period, as well as follow-up questionnaires. Using a randomised controlled trial design, participants in the training group are compared to a waitlist control group. The sample will consist of employees of a German company.

#### **Results:**

The training will take place in autumn 2016. The training group is expected to report an increase in perceived control over technology use, which in turn is hypothesised to increase well-being.

#### **Limitations:**

The training is conducted as guided self-study rendering it difficult to verify the participants' actual engagement in the training. Another limitation is that participants self-select themselves indicating an interest in changing their behaviour. Employees in need of such a training might not participate.

#### **Research/Practical Implications:**

If proven effective, this training could be adapted to companies in several study modes (e.g., online resource, seminar groups) to tackle the pitfalls associated with the always-on culture.

#### **Originality/Value:**

The training is one of the first to address work-related technology use during non-work time on a self-management level. An effective training for individual employees taking their personal circumstances and preferences into account would be invaluable for companies aiming to avoid one-size-fits-all solutions.

**Disclosure of Interest:** None Declared

**Keywords:** None